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U.S. Department of Transportation

The Employee Transportation Coordinator Handbook

August 1990

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THE ETC HANDBOOK

A Commute Management Guide for Employee Transportation Coordinators

Prepared by the Staff of

Commuter Transportation Services, Inc.
3550 Wilshire Boulevard, Suite 300
Los Angeles, California 90010

(213) 380-7750

August 1990

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ETC JOB QUALIFICATIONS

CHAPTER I - SECTION 1

WANTED:

- ❑ A HIGHLY-MOTIVATED AND SKILLED PROFESSIONAL TO DEVELOP AND MANAGE A CORPORATE COMMUTE MANAGEMENT PROGRAM.
- ❑ AN INDIVIDUAL WHO WILL ENJOY WORKING WITH A VARIETY OF PEOPLE AT ALL LEVELS OF THE COMPANY.
- ❑ AN INDEPENDENT WORKER WITH A PASSION FOR DETAILS.
- ❑ A CREATIVE PROBLEM-SOLVER.
- ❑ A SKILLED PUBLIC-SPEAKER AND WRITER.
- ❑ A TALENTED MARKETING PROFESSIONAL.
- ❑ AN INDIVIDUAL WHO THRIVES UNDER PRESSURE.

IF YOU FEEL UP TO THE CHALLENGE CALL US AT ...

CHAPTER I - SECTION 2

Suddenly, you are an Employee Transportation Coordinator (ETC). For many of you this is a career move that you have not planned on or prepared for. This is not surprising when you consider that commute management is a very new career field. It has only been during the past fifteen years that the profession has gradually emerged. As a result, you may know very little about it or doubt its importance. To succeed in this profession, however, you must first recognize how very important it is.

Technology alone cannot fix our traffic problems nor clean the air we breathe. Neither can we spend our way out of the problem. While both technology and dollars are essential parts of the eventual solution, these seemingly intractable problems also require that we change the way we are accustomed to getting to work. But changing habits is hard to do. What is needed are personal change agents. Otherwise known as Employee Transportation Coordinators, these change agents provide the human touch needed to remedy our traffic congestion and air quality problems. The work of the ETC can make a difference!

Today employers can no longer take it for granted how their employees get to work. As a result, the ETC is becoming an essential part of doing business. In many areas around the country ETCs are increasingly needed by employers because local government-mandated transportation demand ordinances are requiring employers to develop programs to reduce the number of vehicle trips made by employees commuting to and from work. These local ordinances are usually designed to help remedy local air quality and traffic congestion problems, and are increasingly becoming a normal aspect of doing business. While such ordinances are frequently the immediate cause for action on the part of some employers, eventually economic reality would likely have dictated change as well. To compete effectively business needs assured access to goods, services and people. But transportation gridlock poses a threat to the economic vitality of any metropolitan region. To assure mobility, as well as a productive work force, employers are compelled to help employees find alternative ways of commuting.

Likewise, the ETC can make a difference in our communities and in the quality of our lives. Growth has brought us economic benefits, but also the increased traffic and air pollution we could do without. By successfully removing unnecessary vehicle trips, the ETC helps mitigate the negative consequences of growth.

But how can any one ETC make a difference? Well, you make a big difference in the lives of those employees you work with. Your ridesharers will appreciate the role you play in easing their daily transition from home

life to work life and back again. The thanks you get from these employees whose commutes are now easier and less costly are especially rewarding.

By achieving trip-reduction ordinances at your worksite you are also contributing to the achievement of similar objectives for your city or region. Each ETC contributes to the overall effort. In a sense, all the ETCs in your community are working together to solve your regional transportation and air quality problems.

Most professionals who become ETCs have had little if any advance preparation for the work. If you feel unprepared, you are not alone. Like all those other ETCs, you are probably wondering just what will be expected of you, and what it will take to become a successful Employee Transportation Coordinator?

You have most likely been given this new responsibility because you have demonstrated success in managing other difficult projects. The approach you have taken in the past to succeed in your work (your attitude, skills and aptitudes) will be needed in this new venture. The knowledge you acquire through this guide, combined with your own experience, will provide the tools for your success as an ETC.

TO BE A SUCCESSFUL EMPLOYEE TRANSPORTATION COORDINATOR YOU SHOULD KNOW:

- ❑ Your purpose as an ETC
- ❑ What roles you are expected to play
- ❑ What personal qualities are desirable assets

YOU SHOULD ALSO KNOW:

- ❑ The "transportation picture" at your company.
- ❑ How to set clear goals based on that situation
- ❑ How to reach those goals.

YOUR PURPOSE AS AN EMPLOYEE TRANSPORTATION COORDINATOR

CHAPTER I - SECTION 3

Your purpose as an ETC—how your function and responsibilities fit into the overall transportation scheme—will vary, depending on who you ask. But the answers tell a great deal about the immense value of your contribution toward shaping an optimum transportation future.

YOUR PURPOSE AS AN ETC FROM THE POINT OF VIEW OF...

YOUR EMPLOYER: To reduce the number of vehicle trips generated by employees commuting to and from work. This will be important to your employer for one or more of the following reasons:

1. To comply with local government regulations, such as trip reduction and air quality improvement ordinances.

2. To reduce overhead associated with company parking expenses.

3. To expand company facilities and increase property values by reducing the amount of building space devoted to nonproductive parking use.

4. To increase company productivity and improve employee morale by reducing employee stress, tardiness, absenteeism and turnover associated with commuting difficulties.

5. To improve corporate ability to recruit and retain skilled employees by expanding access to skilled employees throughout the region.

Recognizing your employer's needs and priorities will not only help to define your purpose as an ETC, but it will also enable you to get the management support you need for an effective commute management program.

YOUR INDIVIDUAL EMPLOYEES: To personally assist each employee in selecting and utilizing the commuting method or combination of methods which best meets their individual needs. Of course, this purpose may not mean much to employees who are not aware that they have choices or who believe, regardless of the hassles, that there is nothing better than driving alone to work. To fulfill this purpose, you must first make your employees aware of the alternatives and their

respective benefits. In effect, you are educating employees to make more rational commuting choices based upon their personal needs which are:

1. To save money by reducing out-of-pocket commuting costs, such as parking, gasoline, auto maintenance and insurance.

2. To save money by extending automobile life which reduces the hidden commuting costs associated with wear-and-tear, depreciation, and the financing of a new or used automobile.

3. To reduce travel times for long-distance commuters who qualify for high-occupancy lanes by ridesharing.

4. To increase the convenience and comfort of commuting by avoiding the hassles caused by driving alone.

5. To make more productive use of commuting time for business or personal reasons.

6. To eliminate the stress, tension and fatigue of the solo commute.

7. To improve the compatability of work life and personal life through new work patterns such as variable work hour programs, telecommuting, ridesharing, and combinations of these programs.

YOUR COMMUNITY (LOCAL, REGIONAL AND NATIONAL): To change commuter behavior in order to reduce the severity of problems caused by over-reliance on single occupant vehicles, such as traffic congestion, poor air quality and energy inefficiency. Through your efforts the community wishes to:

1. Assure optimum mobility for people, goods, and services as necessary for a thriving economy and a vigorous community life.

2. Assure the health of its citizens.

3. Comply with state and Federal regulations such as the Clean Air Act, and to avoid the related penalties.

4. Protect both the local and global environment.

5. Conserve energy and reduce dependence on foreign oil.

The term "transportation demand management" (TDM) describe various strategies for making more efficient use of our transportation system by changing commuter behavior. If a change in commuting patterns can reduce the demand placed on the system, then many of the community goals listed above can be achieved. To be carried out, however, most of these TDM strategies must be channeled through the activities of employee transportation coordinators.

The purpose of the Employee Transportation Coordinator is defined by the needs and objectives existing at the three distinct levels of the community, employer, and employee. The needs of the community and employer, which require changing commuter behavior, cannot be effectively achieved until the ETC first succeeds in assuring that the required change in commuting patterns satisfies the needs of the individual employee. In order to do so, the ETC must play many different roles, as we will see in the next section.

YOUR ROLES AS AN EMPLOYEE TRANSPORTATION COORDINATOR

CHAPTER I - SECTION 4

Your work as an ETC demands that you play many different roles. It isn't enough to perform one function well; you must excel in many aspects of the job. If you like variety in your work, you will thrive as an ETC.

If you are developing a new commute management program or expanding an existing one, the roles you play will change with each stage in its development. As your program matures, however, you won't find it unusual to play many of these roles within the same day. So the capacity to quickly switch gears, depending on the required function, is a highly desired quality among ETCs.

The roles characterizing each development stage are briefly described below. Clearly, the ETC must wear many different hats:

RESEARCH — To investigate the existing transportation situation, to develop a data base and to determine the potential for change.

ROLE: INVESTIGATOR

DESIGN — To select goals and objectives, to plan appropriate strategies and the tasks for carrying them out, to develop a timetable and to establish a budget.

ROLE: PLANNER

SELL — To actively solicit support from company management, other departments and key individuals within the company.

ROLE: SALESMAN

COMMUNICATE — To advertise and market the program to employees in order to create awareness and interest in participating in alternate commute modes.

ROLE: ADVERTISING EXECUTIVE

MOTIVATE	To create conditions and incentives which will encourage employees to change their commuting patterns.
	ROLE: PUBLIC RELATIONS EXECUTIVE
IMPLEMENT	To personally facilitate the formation and utilization of commute options.
	ROLE: TRAVEL AGENT AND SOCIAL DIRECTOR
MONITOR	To track and report changes in commuting patterns.
	ROLE: REPORTER AND ACCOUNTANT

The career labels describing each role graphically demonstrate the multi-faceted nature of your work as an Employee Transporation Coordinator. You will find that many of the skills required within these various positions will be called upon as you proceed with the development of your commute management program.

FORMING ALTERNATE COMMUTE MODES

AN INTRODUCTION TO CHAPTERS TWO TO FOUR

The personal intervention of an Employee Transportation Coordinator is the single, most crucial ingredient required in the formation of most carpools, vanpools, and other commute alternatives. Even when employees have the necessary information provided by their rideshare matchlist and want to change their commute mode, they need the skillful encouragement and assistance of their company ETC to make the change.

This is not surprising. Consider how people approach the prospect of change in other aspects of their lives. Even after having read self-help books, people seek professional assistance to carry out the changes they desire. Whether they want to lose weight, to purchase a new home, change their career, or find a romantic partner, people often discover they need more than just the facts on how to make the change. They need the personal assistance of an expert third-party to guide and encourage them. So why should finding a better way to commute to work be any different?

This section will provide you with the information necessary to guide others in the process of implementing various commute alternatives. The steps for forming and maintaining each kind of alternative commute mode are outlined and described.

The alternative commute modes with which you should become familiar fall under two categories. The first type, known as **ridesharing,** involves the cooperative effort of two or more people sharing a motor vehicle traveling to a common destination—usually to and from the workplace. Ridesharing modes vary by the type of vehicle used, the number of riders, average commuting distances, and the manner for sharing commuting expenses. Examples include the following:

- **Carpool** - Two to seven people sharing an employee-owned automobile to and from the workplace. One-way commuting distances vary substantially. One person can do all the driving and is reimbursed for mileage by the riders. More typically, driving responsibilities can be shared so that no money need change hands.

- **Vanpool** - Eight to 15 people sharing a van, generally to the same place of employment. Vanpool one-way commuting distances typically begin at 15 miles but frequently operate at much greater distances. Driving is done by one or more of the employees. Operating costs are covered by monthly fares paid by the passengers.

- **Buspool** - Sixteen to 45 riders travelling to a common destination aboard a privately arranged and independently operated commuter bus. Commuting distances may be as little as 30 miles one-way but typically are much greater. Weekly or monthly fares are shared by all the riders and paid on a subscription basis.

- **Mass Transit** - normally publicly owned and operated buses, streetcars (light rail), or heavy rail (subways and commuter trains) designed to move large numbers of people along fixed routes and at scheduled times. Monthly transit passes are usually available.

- **Jitneys and Taxipools** - normally a privately owned and operated service using automobiles, vans, or small buses to carry passengers over a regular route according to a flexible schedule and/or from a central point, such as an airport, to locations chosen by the passengers.

The second type of alternative commuting is the use of any mode that does not require a motorized vehicle to provide transport. **Walking** and **bicycling** to work are practical alternatives for many commuters, given some encouragement by their ETC.

The commute management program you develop for your employees may include some or all of these alternative modes, depending on needs, circumstances, and resources. In any case, the overall process of forming alternative commute modes consists of four major parts:

- Developing a ridematching database through employee surveys and matchlist registration.

- Identifying target markets consisting of employees who are potential candidates for alternate commute modes according to need and attitude, as well as the existence of similar commuting patterns (home location, work destination, and time).

- Forming alternate commute modes through direct personal assistance.

- Maintaining newly formed and existing ridesharing arrangements.

These four aspects of developing alternatives to drive alone commuting are discussed in detail in the chapter sections listed below. Naturally, the process varies for each mode. If your interest extends to specific modes, you can refer directly to the relevant chapter or chapter section:

CHAPTER TWO - GETTING STARTED

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RIDEMATCHING

CHAPTER II - SECTION 1

Employee Transportation Coordinators need an effective method for identifying prospective ridesharing partners. This can be done by simply matching people who both live and work near each other and have similar work schedules. Collecting, processing, distributing, and updating this ridematching information is rarely a simple task. In some cases, it can become a time consuming and overwhelming project if proper systems are not in place.

In this section, we will review the available options for rideshare matching systems to assure the selection of the system most appropriate for your needs. The mechanics of the rideshare registration process are also described.

A company should select the right matching technique for its own operating environment, employee characteristics, and location. The right system can be defined both by the institutional arrangement and by the technology employed.

Institutionally, you have the choice of:

- ❑ utilizing regional ridematching services provided to employers by public or private nonprofit commute management/ridesharing organizations for no (or minimal) service fees
- ❑ using your company's own data processing staff to develop an in-house ridematching system
- ❑ purchasing a turnkey ridematching system developed by a private vendor
- ❑ accessing the ridematching service of your local Transportation Management Association

Technologically, options expand with every new advance in computer hardware and software. As this is being written, you have the following general possibilities to consider:

- ❑ Centralized automated data processing systems
- ❑ On-line access to centralized DP systems

- Personal computer matching systems (PC Based Matching)

- No automated data processing systems - manual matching or passive ridematch boards

Regional commute management organizations have customarily relied on centralized data processing. This has been the optimum choice for most employers. Increasingly, however, regional commute management organizations are also providing on-line access and PC based ridematching systems to satisfy the varied needs of the employers they serve. Private vendors were the first to develop and offer the PC based ridematching systems. Manual matching systems, literally relying on card files, were in the past frequently used by employers with less than 500 employees, but this will probably be less true in the future.

Among factors to be aware of when considering these various options are cost, staff time, response time, geocoding method, who controls data, matching potential, available information products, updating methods, data quality, accuracy, support and assistance, and so forth:

- Regional Ridematching Systems relying on Centralized Data Processing Systems (Batch Matching):

  - response time of 10 working days or longer for larger companies
  - regional and cross-company matching
  - no or minimal cost and staff time
  - range of available products
  - ability to process thousands of applications quickly and efficiently

- On-Line Access to Centralized Data Processing Systems:

  - immediate response time
  - regional and cross-company matching
  - range of available products
  - increased access and control of data input (registration)
  - ability to provide ridematching information while interest remains strong
  - data processing support by regional agency
  - low service charge and staff time

- Micro-based PC Matching Systems:

  - immediate response time

- may or may not have cross-company matching potential
- complete control over ridematching information
- CRT-displayed "master list" for increased ETC efficiency in conducting personalized ridematching searches
- may incur high staff time to register large number of employees.

❑ Developing Own In-House DP Ridematching System:

- high development time and costs
- complete control of information
- customized system to meet your needs
- reliance on own data processing staff
- may incur high staff time to register large number of employees

Products provided to the ETC by most ridematching systems include the following:

❑ Matchlist: a list of potential ridesharing partners specifically tailored for and provided to individual employees who share similar commuting patterns based upon work location, home location, and work schedule. May include additional data on available vanpools, transit and park and ride lots. (See sample on page 17)

❑ Registrant List: Report(s) listing employees who have completed the ridematching survey form. May be sorted alphabetically, by employee number, by home location, etc. (See sample on page 18)

❑ Master List: a listing in home location order of all employees who have completed the ridematching survey form which enables the ETC to identify and personally match prospective ridesharing partners. (See sample on page 19)

❑ Density Map: a visual representation of the master list which details the spatial distribution of all registered employee home locations in relation to their employer's worksite. It enables the ETC to identify commuter clusters and appropriate alternative commute modes per number

of employees in the cluster and distance from the worksite. (See sample on page 20)

- ❑ Statistics Report: a quantitative breakdown of the commute habits of all registered employees. This may include travel mode, commute distance, and ridesharing interest based upon survey questions incorporated into the ridematching survey form. (See sample on page 21)

Whatever options you choose for processing ridematching data, developing and maintaining a ridematching data base will consist of the following major components:

- ❑ A periodic ridesharing registration survey of all employees (see sample commuter survey on page 16). The first such survey can be kicked off by a special promotional event to prepare employees for the upcoming registration. Subsequent surveys would normally be held annually. Complementary surveys, such as the employee attitude and/or vehicle occupancy survey, are best implemented at the same time.

- ❑ Ongoing ridematching registration of new employees and of current employees seeking information on commute alternatives

- ❑ Periodic purging of obsolete data as well as ongoing updating of employee data when feasible

You should be aware of the following aspects of preparing and implementing the periodic ridesharing registration survey:

- ❑ Select a method for distribution and collection of ridesharing registration forms which will assure that all employees will receive the forms at approximately the same time and enable them to return the forms to you when completed. Using the normal payroll channels and/or mail distribution system works best, but immediate supervisors may be required to physically collect completed forms. Never mail forms to employee homes, given the low return rate of that method.

- ❑ Design the ridesharing registration survey form to include space for the employee's name and internal mail address as well as the company name, address, phone number,

and logo. Standard forms provided by regional commute management organizations will include all other necessary features.

- ❑ Arrange for promotional activities to be coordinated with the ridesharing registration survey effort. These should be a major element of your annual marketing plan.

  - special event to launch ridesharing registration effort and the company commute management program
  - cover letter signed by the CEO clearly stating his or her support for the program
  - presentations to employee and/or supervisor groups eliciting their participation in the registration
  - articles in company newsletter
  - posters distributed throughout company
  - other creative possibilities

- ❑ Develop an overall schedule of activities and things to do.

  - dates for special event, employee presentations, and other promotional activities
  - designate a time period for distribution, completion, and collection of forms (one day to two weeks, depending on size of company).
  - review forms for accuracy and follow up for missing or incomplete forms.
  - send completed ridesharing registration forms to the local commute management organization for processing in a regional ridematching system or process them internally on your own system.

- distribute matchlists to employees who have requested them.

- begin to use the master list, density map, and other products of the ridematching system for personalized matching and mode formation (see sections which follow in this chapter).

❑ Coordinate all of the above with regional commute management organization if relying on their ridematching system.

IDENTIFYING YOUR TARGET MARKETS

CHAPTER II - SECTION 2

After developing a ridematching database and before initiating the mode formation process, the successful ETC will analyze the resulting information to determine where changes in employee commuting patterns are most likely to occur. From the perspective of the ETC with a mission to reduce solo commuting, not all employees are created equal. Depending on attitudes or current commuting conditions, or both, some employees are predisposed to try ridesharing and others are not. By knowing which employees are more likely to rideshare and which are not, the ETC can channel activities which will more likely generate the desired results.

In the program development volume, we explain how to use market analysis to prepare a Transportation Demand Management Plan appropriate for your worksite. In this volume, however, we focus on a particular aspect of market analysis—to use it as an essential step in the mode formation process.

Your employee target market can be seen in two ways when preparing to form alternate commute modes. The first way concerns employee attitudes, such as the willingness to rideshare. The second way concerns characteristics which shape the individual commute of each employee. These include parameters such as the travel distance between home and work, work schedules, and the proximity of other nearby employees which, taken together, may qualify prospective candidates for one form of ridesharing or another.

Attitudes, however, determine whether those who qualify to rideshare actually choose to do so. So when preparing to undertake the mode formation process, it is important to consider not only the commute characteristics which qualify individual employees for particular alternate modes or the attitudes which determine whether they want to rideshare, but also how these two aspects interrelate.

I. EMPLOYEE ATTITUDES

Based on preceding research such as an employee attitude survey, you have acquired a good overall idea of how your employees feel about specific ridesharing incentives, commuting problems, and so forth. You used this data to prepare your TDM plan. This data can also be used to construct a ridesharing profile of your employee population. Such a profile consists of the following employee components:

- ❑ *Dedicated Alternative Commuters* are employees who are already ridesharing or using other commute alternatives without needing the encouragement of an ETC.

Independent of your efforts, they have come to the conclusion that alternative transportation arrangements are best suited for their needs. Although usually a small minority, these employees offer tangible evidence of the value of ridesharing, providing an example for others to follow.

- *Borderline Alternative Commuters* are employees with a strong interest in ridesharing or other commute alternatives, but who need the encouragement of the ETC in order to actually change their commute behavior. This group can also include employees who are currently ridesharing, but who may return to driving alone if they encounter temporary difficulties and do not receive the help of their ETC. You will want to direct your initial personal matching efforts toward this group.

- *Passive Solo Commuters* are employees who are either unaware or have only a mild interest in ridesharing and the other commute alternatives. Although they may not be happy with their daily commutes, they continue to drive alone because they do not see how the alternatives fit into their lifestyles. From their point of view, the perceived difficulties to ridesharing outweigh the potential benefits. However, because this group of commuters is generally the largest among your employees, to achieve significant change in overall employee commuting patterns at your company, you will need to succeed in changing the attitudes of these employees.

- *Borderline Anti-Ridesharers* are employees who will require strong incentives or the removal of particular disincentives in order to become involved in any commute alternative. These employees are likely to only try ridesharing after it becomes an accepted norm for your other employees.

- *Dedicated Solo Commuters* are employees who love to drive alone and are never likely to consider ridesharing or other commute alternatives. If these commuters can be identified, an ETC will not wish to waste their time in trying to change the preferred commuting habit of this group.

Given the variety of attitudes an ETC faces, he or she will plan activities accordingly. However, as we have already indicated, attitudes must be taken in the context of particular circumstances.

II. COMMUTE PARAMETERS:

Although attitudes are the critical factor in determining changes in commuting behavior, from the perspective of the ETC it is difficult using attitudes alone to predict who will or will not try ridesharing. Qualifying characteristics, such as commuting distance, which indicate who can rideshare as opposed to who will rideshare, are a more reliable guide. This can be done by identifying commuter clusters and matching these clusters with the appropriate alternate commute mode:

- Use a density map and master list to identify employees who live near each other and are therefore prospective members of a rideshare group. Such commuter clusters, as plotted on the density map, are determined by these parameters:

    1. the distance of the commute from home to work
    2. travel time from home to work (if available from survey data)
    3. the relative proximity of employee homes to each other
    4. the work schedules of the employees in the commuter cluster
    5. the route to work used by employees in the cluster

- Use the parameters which define a commuter cluster to also determine the most appropriate alternate commute mode for the employees within the cluster. Please note, however, that frequently not everybody in a cluster will choose to rideshare. As already discussed, varying attitudes, lifestyles, and schedules will determine who actually chooses to rideshare. As a rule of thumb, a viable commuter cluster will normally be significantly larger than the number of individuals needed to form a specific rideshare group. For example, a cluster of five employees will more likely generate a single two or three person-carpool instead of a larger five-person carpool. So when evaluating the rideshare potential of a specific commuter cluster, it is best to consider it from the perspective of the minimum to maximum number required.

CARPOOL PARAMETERS:

1. Commuting distances can range from as little as three miles to the longest commuting distance among your employees. However, the highest carpool potential is with employees that live over 10 miles from work and have travel times of 15 minutes or greater.

2. Number of employees per cluster: two to six people for a two to three person carpool.

3. Size of cluster area: for a commuting distance of less than 15 miles, the cluster can be up to one mile in diameter. For commuting distances greater than 15 miles, the cluster area can be as much as two to three miles in size. The longer the commute, the more viable this becomes, especially in areas of low residential density.

4. Commute route(s): the shape of the commuter cluster can be influenced by the primary route(s) to work. Instead of a circular or oval search area, the cluster may take the shape of a corridor along the route. Members of the cluster would be picked up along the way to work, as long as deviations from this route are kept to a minimum.

5. Work schedules: schedules would have to be compatible or have the potential to be modified.

VANPOOL PARAMETERS:

1. Commuting distances will normally begin at 15 miles from the worksite and range up to the maximum commuting distance among your employees. The highest vanpool potential is among employees who live 20 miles or more from work and have travel times of 30 minutes or greater.

2. Number of employees per cluster: 15 to 30 people for a 12 or 15 passenger vanpool.

3. Size of cluster area: two to three miles in size, but with commuting distances of greater than 30 miles, larger cluster areas may become viable.

4. Commute routes: clusters oriented to the vanpool route can be set up, which are composed of smaller groups picked up along the route to work.

5. Work schedules: fixed schedules need to be compatible or have the potential to be modified.

BUSPOOL PARAMETERS:

1. Commuting distances can begin at 15 miles but become more viable at 30 miles or greater from the worksite.

2. Number of employees per cluster depends on the size of the buspool: 20 to 30 for a 16 passenger buspool, 35 to 60 for a 28 to 32 passenger buspool, and 65 to 90 people for a 45 passenger buspool.

3. Size of cluster area: two to five miles in diameter, with larger areas becoming viable with commuting distances of 40 miles or greater.

4. Commute routes: clusters oriented to the buspool route, composed of smaller groups picked up along the route to work, are the norm for many long-distance buspools. However, these need to be kept to an acceptable minimum to retain the express nature of many buspools.

5. Work schedules: fixed schedules need to be compatible or have the potential to be modified.

TRANSIT PARAMETERS:

1. Commuting distances can range from as little as one-half mile from the worksite to the maximum distance covered by the transit company in your area. The best potential exists for employees living within 10 miles of the workplace.

2. Number of employees who can access the transit service depends on whether your worksite is located near transit routes and stations/stops and whether the homes of your employees are also conveniently located near transit routes and stations. Most people are not willing to walk more than one-half mile from their home or office to reach a transit stop. However, many employees will drive

to park and ride lots where they can leave their car and catch the bus to work.

3. Work schedules: since transit companies normally operate several buses/trains along a specific route, different schedules usually do not pose a problem.

BICYCLING PARAMETERS:

1. Commuting distance can range from one to five miles from the worksite for most employees. However, these parameters can be extended for cycling enthusiasts who frequently are willing to bicyle from distances as great as 10 to 20 miles.

2. Number of employees who can regularly cycle to work depends on whether there are well-maintained bike paths or designated bike routes near work and home and seasonal variations in the local climate.

3. Work schedules are not a factor.

WALKING PARAMETERS:

1. Commuting distance can range from within two miles of the worksite.

2. Number of employees who can regularly walk to work requires the presence of sidewalks, protected crosswalks, and possibly pedestrian bridges. If your worksite is located in a densely populated residential area, walking to work should be a viable option for many.

3. Work schedules are not a factor.

Recognize that the parameters described above are not absolute, but are presented only as a guideline. Exceptions will always occur. For instance, while a cluster of 20 employees could form a 12 or 15 passenger vanpool, several carpools might be formed instead. Eventually, experience working with your own employees will enable you to tell what commute modes are most suitable.

PERSONALIZED MATCHING

CHAPTER II - SECTION 3

Driving alone in a private automobile does have its advantages. Even under difficult commuting conditions, there is still the comfort of having direct control over the personal space shaped and shielded by the car's passenger compartment. While surrounded by other cars and drivers, there is no perceived need of relying on others in order to arrive at work on time and ready to start the day. While this illusion can be shattered at any time by unexpected traffic congestion, we essentially experience driving alone as private and personal.

In contrast, ridesharing is by definition a social experience. It implies giving up some control to others in exchange for certain benefits. Unfortunately, from the point of view of most solo commuters, it isn't always clear that the new advantages of this social arrangement will outweigh what has been given up. It is in this crucial area that the ETC performs his or her most valuable service.

The ETC is the necessary link between the private world of the solo commuter and the social one of the shared commuter. With the exception of a few dedicated self-starters, new ridesharing arrangements are unlikely to form without the personal intervention of an ETC. Simply distributing matchlists generated by a computer is insufficient. People are reluctant to use matchlists when it means having to call strangers. Even more so, people are hesitant to share the commute to work if it means relying solely on people selected by an impersonal computer without some human agent to screen the selection for them. For these reasons, ridesharing arrangements personally initiated and implemented by an ETC are far more likely to succeed.

There are three aspects to the personal assistance provided by the ETC:

1. **Personalize the employee's introduction to ridesharing.**

   In social situations, they say first impressions count the most. Ridesharing is no exception. So before distributing matchlists, you will want your employees to have a good overall impression of you and of the commute management program you are offering them. While you probably cannot meet personally with each and every employee, through your marketing efforts you can make sure that you are well-known to all your company's employees. Through proper marketing you can create an image that makes ridesharing an acceptable part of the lifestyles existing at your company.

2. **Personalize the matching and mode formation process.**

People are likely to be anxious about ridesharing with people they have not yet met. This anxiety can be reduced by creating opportunities for prospective ridesharers to meet and get to know each other before making any commitments. As you will see, there are a number of ways this can be done.

3. **Personalize the maintenance of new and existing ridesharing arrangements.**

Like most social arrangements, ridesharing groups do not remain static. Ongoing follow-up is required on the part of the ETC to maintain and manage ridesharing arrangements subject to change or collapse due to breakdowns in social compatibility, changes in work schedules, employees leaving or moving, and so forth.

More specific personalization techniques include the following:

- **New Employee Orientation:** new employees are usually more receptive to changing their mode of transportation. The ETC can not only make sure all new employees register for ridesharing and receive a packet of information about the program, but can also make presentations to groups of new employees. This way the employees can associate your company's program with you and will know how to get in contact with you if they need assistance.

- **Commuter Cluster Meetings:** sometimes known as "meet your match parties", these are meetings arranged by the ETC of many people from the same neighborhood or commuter corridor. Given the opportunity to meet face-to-face, people will become more comfortable about forming possible ridesharing arrangements. Depending on the number of people at such a meeting, the potential for forming several groups exists. These meetings are informal, but should occur during regular company work hours.

- **Personal Introductions:** although similar to the commuter cluster meetings, this is an even more personalized technique of arranging introductions between prospective partners of a specific carpool or vanpool.

- **Personal Phone Calls:** use your phone both to initiate ridesharing arrangements and to respond to inquiries from employees. While prospective ridesharing partners may at first be reluctant to call each other, you are not.

- **Commuter Referral Service:** from time to time, the members of some ridesharing arrangements will lose a rider and need a replacement. By tracking existing pools and maintaining waiting lists, you can find riders for these needy carpools and vanpools.

- **Employee Presentations:** in addition to new employee orientations, you should be prepared to give presentations to each department in your company. This is an effective way of making sure all employees know you exist, what you do, how you can help them, and where they can find or reach you.

- **ETC Open-Door Policy:** your effectiveness as an ETC is directly related to the extent you are both visible and accessible to all employees who are seeking your assistance. Your office should be located near a central pedestrian traffic area within your building. In addition, you need procedures which assure that people get the information they need when they ask for it. Without a timely response, a prospective ridesharer may lose interest.

To be effective as a personal change agent it is important for you, whenever possible, to "practice what you preach". By participating in some form of ridesharing or other alternate commute mode you set a personal, positive example for others to follow.

Commuter Transportation Services, Inc.
CommuterComputer

COMMUTER SURVEY

Please complete this form in ink and sign it at the bottom.
Your address is kept confidential.

Have you ever applied to a Commuter Computer ridesharing program before? Yes ☐ No ☐

1 First Name _____ **2** Last Name _____

3 Home Address or Nearest Intersection _____

4 City _____ **5** Zip Code _____

6 Work Address _____

7 _____

8 Employee Number _____

9 Work Phone Area _____ Telephone _____ Extension _____

10 Home Phone Area _____ Telephone _____

11 I can best be reached at . . . H) ☐ Home W) ☐ Work

12 What are your normal hours?
Start Time _____ : _____ A) ☐ AM P) ☐ PM
Leave Time _____ : _____ A) ☐ AM P) ☐ PM

13 Which best describes your schedule?

R) ☐ My schedule is about the same each day.
F) ☐ My schedule may vary up to 1/2 hour.
V) ☐ My hours vary daily from week to week.

14 What days do you commute?

☐ Monday through Friday
OR
Check all days that apply

Sun	Mon	Tue	Wed	Thu	Fri	Sa
☐	☐	☐	☐	☐	☐	☐
U	M	T	W	R	F	S

15 How do you normally commute? (check one only)

D) ☐ Drive Alone
C) ☐ Carpool
V) ☐ Vanpool
P) ☐ Public Bus
M) ☐ Motorcycle
I) ☐ Bicycle
W) ☐ Walk
B) ☐ Private Bus

16 I would like to receive a matchlist. Yes ☐ No ☐
(If yes, please check one only)
R) ☐ I would consider ridesharing on a regular bas
C) ☐ I would consider ridesharing on an occasiona

Signature _____ Date ____/____/____
I release this information for ridesharing or survey purposes only.

For Office Use

17

CCC032

Commuter Transportation Services, Inc.
CommuterComputer

MATCHLIST

9999-001
360
ROBERTA STAKISS

1350 W NINTH ST APT 25
UPLAND CA 91786

Your Hours: 8:00A 4:30P
Your Phone: 714/891-4226 HOME

Your Work Address:
3550 WILSHIRE BL
LOS ANGELES CA 90010

SEE ENCLOSURE ON HOW TO USE THIS MATCHLIST

1. POTENTIAL RIDESHARERS:

	Name / Home Intersection	Telephone / Work Location	Work Hours / Work Days
*	THOMAS MAYA	213/833-3100 WORK 3440 WILSHIRE BL	8:00A 5:00P Mon - Fri
	ROXANNE RENNER	213/521-3125 WORK 3699 WILSHIRE	8:00A 4:30P Mon - Fri
	JASPER SINGER	714/261-2945 HOME 2500 W 6TH STREET	8:00A 5:00P Mon - Fri
*	TIM PASARELLA WOODROSE ST: WOODGREEN A	213/378-0106 WORK 316 N JUANITA AVE	8:00A 4:30P Mon - Fri
	PAM SEBRA E 8TH ST: MONTANA AVE	213/797-9861 WORK 1111 W 6TH ST	8:00A 4:30P FLEXIBLE Mon - Fri
	MARTY HORAN FEDOR AV: WOODROSE ST	213/378-6498 WORK 2550 W OLYMPIC BL	8:00A 5:00P Mon - Fri
	MARVIN PROTUS BONITA ST: SANDIUS AV	213/606-5330 X 9647 1300 N VERMONT AVE	8:00A 4:30P FLEXIBLE Mon - Fri
	WILLIAM KEAGLE N ARROW AVE: N APPLE ST	213/474-7272 WORK 1525 S BROADWAY	8:00A 4:45P FLEXIBLE Mon - Fri
	SHERMAN RAYMOND	213/522-1300 WORK 3435 WILSHIRE BL	8:00A 5:00P FLEXIBLE Mon - Fri
	SONYA ADAMS BROOKS ST: SANDCASTLE AV	213/836-5853 WORK 3200 WILSHIRE BL	8:30A 5:00P FLEXIBLE Mon - Fri

("*" on left indicates occasional ridesharing interest only.)
(More potentigl ridesharers are on file Call Commuter Computer.)

2. VANPOOLS AND BUSPOOLS:

From	Contact	Phone	Vanpool ID
POMONA	D. PEREZ	213/830-4733	VAN - 10

3. PARK-N-RIDE LOTS:

*	CORNER OF CENTRAL AND OLIVE 1555 N. MOUNTAIN AVE	ACROSS FROM MONTCLAIR PLAZA THUNDERBIRD BOWLING LANES

("*" on left indicates that bus service is available to that lot.)

4. PUBLIC TRANSIT:

R T D CALL 213/626-4455

09/18/87 Home: L-91 -F4 / 135: 96
#5294200 Work: L-43 -E2 / 133: 60 Case:

For more information call:
YOUR EMPLOYEE TRANSPORTATION COORDINATOR KAREN SABLE AT 213/830-4733
OR COMMUTER COMPUTER AT 213/380-7433, 714/825-7433, OR 805/656-7433

DATE: 09/18/87 ALPHABETIC LISTING FOR SAMPLE COMPANY INC (EMPLOYER ID 9999-001) PAGE: 1

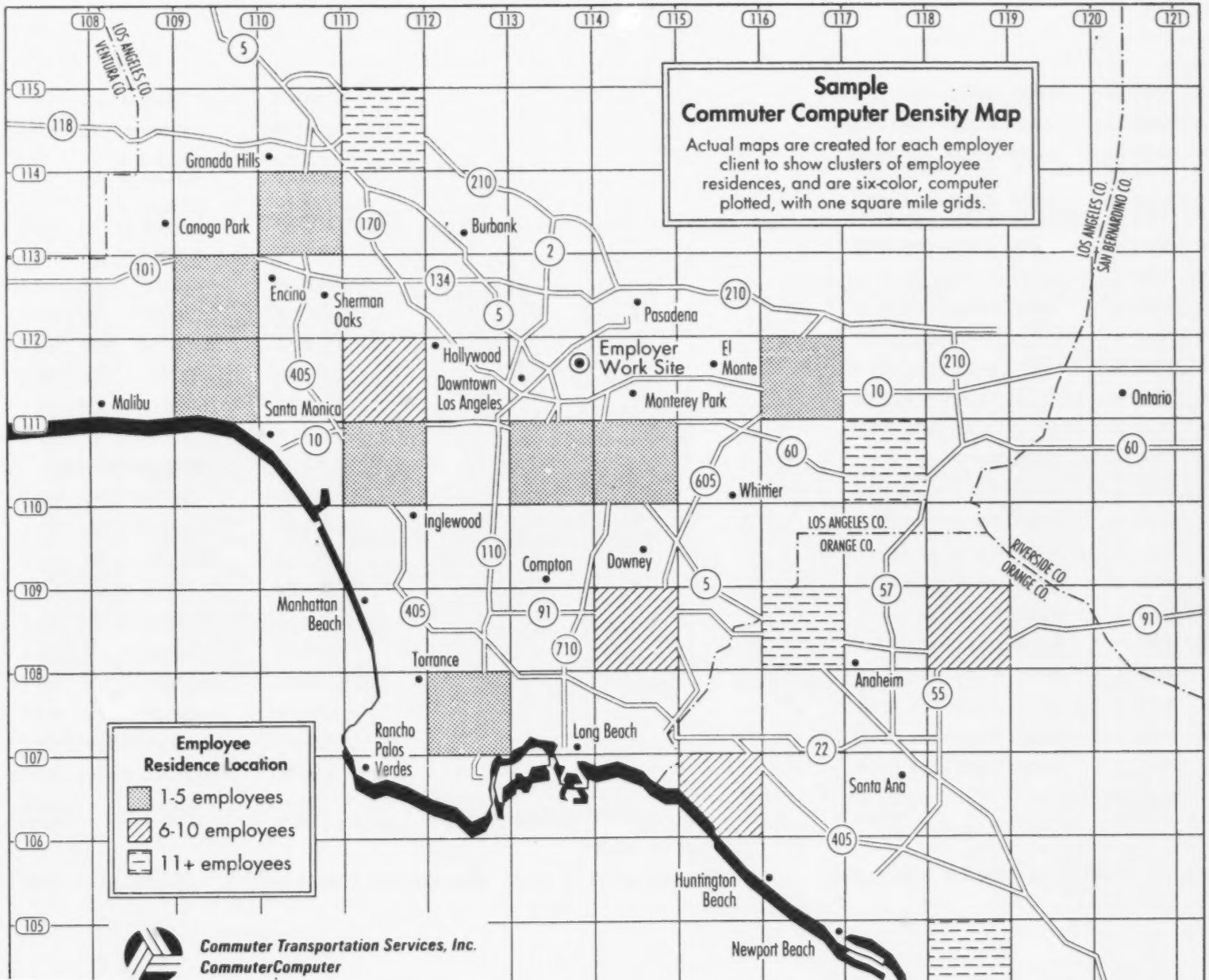
	RIN	NAME			RIN	NAME			RIN	NAME	
	2539603	ABES	CHRIS		2621233	* HUGHES	CHRISTOPHE		2590102	PIRRAULD	MICHAEL
	2350171	* ACRES	N A		1899155	JOHNS	DENNIS R		2740921	* PRAKISH	DONNA
	2350176	ADARADO	JUNE		2429219	JONER	JACOB		3001765	PRUZO	CHRISTINE
	2429220	S BEBSON	BENJAMIN		1843847	JONES	NEIL		2590100	RANGOL	ALIVIA
	2350184	BECIS	HAROLD		2350181	KOHLER	RAYMOND		2369741	REDFORN	CHRIS
	2274825	BOARDSON	WILLIAM		1794788	S LABERDO	DARREN		2073181	RENALDO	ROBERT
	9007655	BOSSMAN	DEBBIE		2463817	LANDOU	ERIC		2226071	S ROBLY	SAM
	2631774	* BRADFORD	CLARICE		2740023	LEONIS	JOSEPH		1522231	RODERO	SARAH
	2618231	BRICKS	CARROL		2350191	LEONS	JILL		2596374	ROSS	JAMES
	2429209	CAMMADARO	JILL		2556969	MARSHELL	JUDITH		2461927	ROYEN	VIVIAN
	2280966	CARDERIE	CATHY		2116809	MCCAUGHER	BETTY		2467336	* SANDS	GREGG
	2426239	CRAWFORD	DORIS		3002390	S MCCAUGSON	BRUCE		2539602	SCHREFOLDS	ARON
	2350192	CREREY	THOMAS		3002492	MANTON	DOUGLAS		2319395	SHIREZZ	ELLIOTT
	2571090	CROLEY	JANET		3002490	MENTEN	MICHELE		1568141	S SILLINGER	MARY
	2108258	* CUTLEFF	LARRY L		3002491	* MINTON	MARIANNE		2158111	* SMOTHERS	DENNY
	9007678	DREAMS	ERIC		2158112	MONTON	DRAKE		2465709	SNEDER	RAI
	2350174	EISBERG	CHARLOTTE		2329357	MICHAEL	DELORIS		2549020	STASLER	REBECCA
	1617051	EMERY	DEBRA		2116807	MILES	MELINDA		2590101	STENSNY	JAMIE
	1446310	EMLISON	BARBARA		3002274	* MINER	DARREN		2584422	* TILLERMAN	DAVID
	2718760	S FAHERA	ESMUAL		3002272	MONAS	TIMOTHY		2716292	* WALLER	CONNIE
	2166822	GADJEK	MARRY		3002270	MONES	TRACY		2718594	WEBBER	DEBRA
	2031720	GAFASIN	RUTH		2429218	MONOS	DONNA		2429223	WEBSON	CHERYL
	2369742	GREENBROOK	CARROL		2599521	MORAS	RALPH		3005451	WEDBY	TRICIA
	1899152	* HADDEN	JOHN		9007688	* NAKAYIMA	KENNETH		2355200	* WELSON	RICHARD
	2558036	* HIMALGO	PAUL		2579973	NOLLES	RUTH		2226560	S WIDSBY	HENRY
	2369743	HIRSCHMAN	KARYN		2226067	NORUS	MARIA				
	2226069	HNETIO	LARRY		2405549	PEISARA	PATRICK				

Total Number of Registrants: 79

DATE: 09/18/87 MASTER LISTING FOR SAMPLE COMPANY INC (EMPLOYER ID NO. 9999-001) PAGE: 1

WORK GRID: 133; 60

HOME GRID			FIRST NAME	LAST NAME	DISTRIBUTION CODE	PHONE NUMBER		WORK HOURS		
115;	61	*	TRICIA	ARROW		213/840-5360	WORK	8:30A	4:30P	
115;	69	*	LIZ	SANDERSON		213/522-5701	WORK	7:30A	4:00P	
115;	77		JESSE	MISKO		213/831-2351	WORK	8:30A	5:30P	F
115;	87		MARKUS	CLEMENTS		714/358-8196	HOME	9:00A	5:00P	
116;	63	*	YVETTE	FINKLE		213/831-7960	WORK	6:30A	2:30P	
116;	80	*	STEVE	FILION		714/447-3518	WORK	7:00A	4:00P	F
117;	55		SID	NEWELL		213/840-4347	WORK	8:30A	4:30P	
117;	60	*	MICHAEL	PILSON		213/848-4686	WORK	8:15A	5:15P	
117;	74		ROBERT	PULLEY		213/847-8600	WORK	8:00A	4:00P	
118;	57		BARB JIM ROBERT	STARKEY PARDON MITCHELL		818/590-2641 213/840-4600 213/730-5018	WORK X 5665 HOME	7:45A 8:30A 7:00A	4:00P 5:00P 4:00P	F
118;	61	S	NELSON	ADAMSON	-----	213/830-4733	X 029	8:30A	4:00P	F
118;	63	*	CHERYL	GULDEN		213/831-3421	X 024	8:30A	5:00P	
118;	70		JAVIER	MONTOYA		213/840-4349	WORK	8:30A	4:30P	
118;	80		PHILIP	CARLISS		213/835-3781	X 326	9:00A	5:00P	F
119;	55		JUAN	RODRIGUEZ		213/646-4582	WORK	9:00A	5:00P	
119;	63	*	STEVEN	MONTONA		213/369-0793	HOME	7:00A	3:30P	
119;	64		SHARI	LIGANI		213/831-5909	WORK	7:00A	3:00P	
119;	73		BORIS * TONI	WELLINGTON PAGITINI		213/831-3421 213/831-5422	X 028 WORK	8:00A 7:00A	4:00P 3:00P	
120;	55	*	ERICA * CATHI	FRESCHLER PATCH	110	213/830-4733 213/831-8974	X 722 WORK	8:00A 8:00A	5:00P 5:00P	
120;	56		VANNA	BLACK		213/843-3838	WORK	8:30A	5:00P	
120;	69		GUY	PAXSON		213/364-6987	WORK	8:30A	5:00P	


Sample
Commuter Computer Density Map
Actual maps are created for each employer client to show clusters of employee residences, and are six-color, computer plotted, with one square mile grids.
Employee Residence Location
1-5 employees
6-10 employees
11+ employees
Employer Work Site
Granada Hills
Canoga Park
Encino
Sherman Oaks
Burbank
Hollywood
Downtown Los Angeles
Pasadena
El Monte
Monterey Park
Malibu
Santa Monica
Inglewood
Compton
Downey
Whittier
Ontario
Manhattan Beach
Torrance
Rancho Palos Verdes
Long Beach
Anaheim
Santa Ana
Huntington Beach
Newport Beach
LOS ANGELES CO. VENTURA CO.
LOS ANGELES CO. SAN BERNARDINO CO.
LOS ANGELES CO. ORANGE CO.
RIVERSIDE CO. ORANGE CO.
Commuter Transportation Services, Inc.
CommuterComputer

9999-001
SAMPLE COMPANY INC
KAREN SABLE
09/18/87

RIDE-SHARING FRACTION
(CARPOOL + VANPOOL + PRIVATE BUS + PUBLIC BUS + BICYCLE + WALK) / TOTAL # OF EMPLOYEES =
0.46

REDUCIBLE FRACTION OF VEHICLE MILES TRAVELED =
(DRIVE ALONE + MOTORCYLE) / # EMPLOYEES =
0.54

TRAVEL MODE BREAKDOWN

	# Employees Responding	% Employees Responding	Person Miles Traveled (1-Way)	Vehicles/ Person	Vehicle Miles Traveled (1-Way)
DRIVE ALONE	38	54.29	475	1.00	475
MOTORCYCLE	0	0.00	0	1.00	0
CARPOOL	21	30.00	149	0.42	62
VANPOOL	0	0.00	0	0.42	0
PRIVATE BUS	3	4.29	76	0.00	0
PUBLIC BUS	8	11.43	74	0.00	0
BICYCLE	0	0.00	0	0.00	0
WALK	1	0.00	0	0.00	0
TOTAL	70	100.00	774	0.00	537

RIDESHARING INTEREST BREAKDOWN

	# Employees Responding	% Employees Responding
REGULAR	46	65.71
OCCASIONAL	23	32.86
SURVEY	1	1.43

CARPOOL FORMATION

CHAPTER III - SECTION 1

To apply the personalized approach to forming carpools, the ETC naturally needs to enjoy working with people. This personal interest will help to reassure employees who might be reluctant to initiate rideshare formation proceedings on their own. As their ETC, it will be your pleasure to introduce and orient potential ridesharers.

Regardless of whether you are meeting with two people or a much larger group, the basic process involves these major procedures:

- ❑ Identify prospective carpool candidates by analyzing your survey results, especially the density map and master list. See Chapter One for more information on identifying target markets.
- ❑ Contact prospective carpool candidates to determine if they have formed a carpool or are interested in doing so.
- ❑ Offer to assist them if they have not formed a carpool and are interested in doing so. If they have formed a carpool on their own, find out how many people are in it and if there is room for more.
- ❑ Arrange an opportunity for the prospective carpoolers to meet each other and discuss the possibility of riding to work together.
- ❑ During the meeting, review the benefits of carpooling, describe available incentives, and determine the feasibility of forming a carpool based on the individual requirements of everyone present.
- ❑ Close the meeting with an agreement to carpool on a trial basis.
- ❑ During the trial period, follow up with the carpool to work out any difficulties.

Ideally, your initial contact will be a personal phone call or face-to-face meeting with each and every prospective carpooler. With limited time, however, your initial contact may need to take the form of a written invitation sent to each prospect asking them to attend a "commuter cluster" meeting (see Chapter Two). Depending on the number of people in the cluster, the meeting may focus on a single carpool, several carpools, and even vanpools.

The meeting of prospective carpoolers should occur on company time and on-site. A single small group might meet in your office. Larger groups should meet in your best conference facilities.

During the first phase of the meeting:

- ❑ State that the purpose of getting together is to offer a chance for prospective carpoolers to meet each other under comfortable conditions so they can more easily determine the feasibility of ridesharing.

- ❑ Have people introduce themselves. In addition to giving their names, they should include their title, department, length of time at the company, and where they live.

- ❑ Review the benefits of ridesharing, especially any special incentives, offered by your company.

- ❑ Be open to questions and be prepared to counter possible objections.

- ❑ Try to put people at ease by making it as informal as possible (serve snacks and refreshments) and by facilitating an open discussion that gives everyone ownership in the proceedings and a say in the outcome.

Once the ridesharing basics have been covered and everyone has had a chance to become familiar with each other, guide the discussion to assess the real potential of the group(s) to carpool on a trial basis. At this point in the meeting the prospective carpool members should:

- ❑ select the **route** or routes the carpool will take to and from work and designate **pickup points** which may be at each members home or at a commón meeting point such as a park-and-ride lot. Carpool members with children often agree to meet at the school or child care center, if parking for their cars is available. The route selected should take advantage of high-occupancy-vehicle lanes where they are available.

- ❑ **determine the morning arrival** and **afternoon departure times** based on compatible work schedules. Allow extra time for the occasional traffic tie-up or other unforeseen events.

- ❑ choose the **departure location** at work where carpool members will gather for the drive home.

- ❑ determine **who is going to drive**. Will some or all of the carpool members share driving responsibilities by alternating on a daily, weekly, or monthly basis? Or will they select a designated driver?

- ❑ calculate **commuting costs** to determine the amount non-drivers will pay to cover the expenses of the driver(s). This normally can be determined by multiplying the daily round-trip miles by the drivers cost per mile and dividing the total by the number of carpool members. Some carpools simply cover gas expenses. Set regular payment dates.

- ❑ determine which **days of the week** each person will carpool. While many carpools are five days a week, many other carpools operate quite well on a part time basis. To accommodate individual needs some full time carpools include a part time member(s).

- ❑ create **communication lines** between pool members so that an agreed upon **alternative plan** can be rapidly implemented in case of illness or other problems. The simplest communications system would be one that follows the pickup sequence. The driver, if he/she experiences a problem, notifies the next driver in line, while the rider, if he/she changes plans, should notify the member who is picked up immediately before him or her. Make certain that all members of the pool have exchanged phone numbers. They can also appoint a Carpool Captain responsible for maintaining these communications.

Once these logistical details have been arranged, it is important that a frank and friendly discussion take place regarding the "**rules of the road**". By establishing these understandings ahead of time, a carpool is far less likely to experience social friction. Issues to be covered and recommended rules to establish include the following:

- ❑ The first rule is to **agree to have rules.**

- ❑ Agree to **be on time**. Depending on the length of the commute, most carpools allow two to five minutes for a late passenger, but some reach an understanding not to wait.

- ❑ **Detours for personal errands**, such as picking up a carton of milk on the way home, **should be avoided**.

- ❑ Establish a **smoking policy**. Smoking should not be allowed unless everyone in the carpool is a smoker or everyone agrees that smoking is OK.

- ❑ Take a vote about the **radio**. On or off? Music or news? Classical, top 40 rock, progressive rock, country, or whatever?

- ❑ Agree on do's and don'ts concerning personal habits, such as **reading, talking,** and **eating** in the car.

- ❑ **Driver responsibilities** include keeping the **vehicle clean,** in **good working condition,** and **adequately fueled** for the round-trip commute. Naturally, he or she is also responsible for **driving safely** and for maintaining adequate **auto insurance**.

Once these initial arrangements have been made, the carpool should be ready for a trial period. As the ETC, make sure to ask the members of the fledgling carpool to give it time to work. A four-week shakedown cruise is normally necessary to get it all running smoothly. Also, let them know you are available to answer questions and to resolve difficulties should they occur. Check their progress at the end of the first week and at least once more before the end of the fourth week.

Hopefully, while you are directly and personally assisting employees to form carpools, other employees will be forming carpools on their own. Most likely, this will be the result of your marketing and incentive programs successfully creating an overall environment at your company which encourages ridesharing. Carpools generated by these favorable conditions are as much to your credit as those that you have formed directly.

SELECTING VANPOOL ARRANGEMENTS

CHAPTER III - SECTION 2

Vanpooling is a popular feature of many company commute management programs. Not only is it an economical mode of travel for employees with longer commutes, it is a very visible sign of a company's commitment to the transportation needs of its employees. Unlike carpooling, however, initiation of a vanpool program requires the acquisition of vehicles by either the company, employees, or other parties. For this reason, there are a number of factors which must be considered by the ETC and his/her management before putting a vanpool program into operation.

There are four basic types of vanpool arrangements. In general, they are defined by whichever party acquires the van vehicles and by the method of acquisition:

1. **Employer-Purchased Vans**: the company purchases the vans, administers the total program, and recovers the costs through the collection of fares.

2. **Employer-Leased Vans**: the company leases the vans and then either administers the total program, some of the program or none of the program, depending on the terms of the lease.

3. **Employee Monthly Leased Vans** (sometimes referred to as third-party vans): an employee group leases a van from a vanpool vendor. Fares are paid by the employees to the vendor. The company assists both the vendor and the employees through promotions and employee referrals.

4. **Owner-Operator Vans**: an individual employee independently purchases a van and administers all aspects of van operation, including maintenance and insurance, on his or her own.

From the perspective of the employer, the degree of control the employer wishes to have over the program is a primary consideration for choosing among these four alternatives. However, the greater the control exercised by the employer, the greater must be its financial investment as well as its daily involvement in the management of the fleet.

Employer purchased vans, for instance, offer employers the greatest control over program policies. Advantages include lower costs for the employer, which are passed on to riders in lower fares. However, the purchase of vans implies a much greater commitment over time because of the major financial investment that is involved. The employer must also

assume direct responsibility for insurance, van maintenance, and fare collection.

By contrast, leasing vans reduces a company's financial and administrative responsibilities. For a fixed monthly charge, the lease may include not only the cost of vehicle acquisition, but also maintenance, insurance, and the provision of back up vehicles. In rare cases, it can even include the provision of on-site staff to administer the program. In exchange for this convenience, however, the company loses control over many aspects of program operation. Fares will also be higher to cover finance charges and the overhead expenses of the vendor.

Employee monthly lease programs have long been a popular alternative among employers since all financial and legal obligations are between the employees and the van vendor. In exchange for their monthly fares, the van vendor guarantees the employees a fully-equipped van and also provides maintenance, insurance, and backup vehicles. The success of such arrangements, however, often requires that the employer take some ownership of the program. In practice, this happens too rarely because the employer has made no financial commitment. For this reason, it is critically important that the ETC support employee-leased vans through promotions, employee referrals, and even fare subsidies where possible.

Owner/operator vanpools require a major commitment of the individual employee, who assumes full financial and legal liability for the vanpool. To successfully secure financing for purchase of a van, the individual must have insurance which is currently very expensive and difficult to obtain. The ETC can help the owner/operator by referring riders to his/her vanpool. However, the employer does not exercise control over the vanpool as he can to varying extents with the other alternatives.

The following summarizes the features, advantages, and disadvantages of the four alternative vanpool arrangements:

EMPLOYER-PURCHASED VANS

- ❑ Employer incurs major financial obligations through purchase of vans.
- ❑ Employer assumes all responsibility for administering the vanpool program.
- ❑ Employer provides maintenance service for vehicles.

- ❑ Employer must self-insure or obtain insurance coverage elsewhere.
- ❑ Depreciation of vehicles.
- ❑ Employer must provide its own backup vehicles.
- ❑ Lower fares which can be collected through payroll deduction are normally available for riders.
- ❑ Employer can determine the "personal miles limit" for the driver, i.e. the number of miles the van can be used at no charge to the driver for personal business.
- ❑ Employer can determine vehicle specifications and conversion options.
- ❑ Employer can place company logo on vehicles for public relations value.
- ❑ Employer can use vehicles during the day for company business.
- ❑ Employer has complete control of the program.
- ❑ Employer is making a long-term financial and management commitment.

EMPLOYER-LEASED VANS

- ❑ Employer can arrange the length and terms of the lease contract, depending on degree of commitment the employer is prepared to make—for instance, a month-to-month or a long-term lease, including appropriate service options.
- ❑ Depending on terms of the lease, the employer assumes all, some, or no responsibility for administering the vanpool program.
- ❑ The vendor may provide maintenance service for vehicles.
- ❑ The vendor may provide insurance coverage.
- ❑ The employer does not incur depreciation of vehicles.

- ❑ The vendor may provide back-up vehicles.
- ❑ Higher fares due to the overhead and administrative costs of the vendor.
- ❑ Personal miles co-charged.
- ❑ Employer has limited or no choice in vehicle specifications and conversion options.
- ❑ Employer's level of financial and/or management commitment is determined by the terms of the lease contract.

EMPLOYEE MONTHLY LEASED VANS

- ❑ Employer incurs no financial obligation. Individual employees normally have only a month-to-month financial commitment to reserve their seat in the van.
- ❑ The drivers have prime responsibility for administering the program, under terms set by the vendor. Ideally, the ETC also participates in the operation.
- ❑ The vendor provides maintenance service for the vehicles.
- ❑ The vendor provides insurance.
- ❑ State of California tax credits to the employer are limited to fare subsidies.
- ❑ Depreciation of the vehicles not incurred by the employer.
- ❑ Back-up van is provided by the vendor.
- ❑ Higher fares due to the administrative and overhead costs of the vendor. Fares fluctuate to absorb additional costs when seats are vacant.
- ❑ Personal miles are determined by the vendor.
- ❑ Vehicle options are limited to whatever is provided by the vendor.
- ❑ Employer cannot use vehicles during the day for business.

- Employer has no control of the program, but can play a vital role in promotion and referral of riders.
- Employer has no long-term commitment, either financially or otherwise.

OWNER-OPERATOR VANS

- The owner/operator, an individual employee, incurs all financial obligations through purchase of a van.
- The owner/operator is responsible for handling the administrative details of his or her vanpool.
- The owner/operator provides maintenance service.
- The owner/operator must obtain adequate insurance coverage which will be expensive for an individual.
- The owner/operator is unable to provide a back-up vehicle.
- Fares are normally higher, depending on how the owner assesses seat value and the size of the vehicle.
- The employer has no vehicle specifications input, but the owner/operator must comply with state regulations governing van safety, etc.
- The employer can assist with promotions and referral of employee riders, but otherwise has minimal control of the vanpool.
- The owner/operator has made a long-term financial commitment, but the employer has not.

It is possible that an employer would have more than one type of vanpool arrangement within its vanpool program. Regardless of which type of vanpool program is in place, the ETC plays a vital role in the vanpool formation process. Please refer to section 4 in this chapter for information regarding vanpool formation. In addition, the ETC may need to be aware of different aspects of vanpool management such as insurance and maintenance, depending on the type of program existing at his/her company. This is discussed in section 3.

VANPOOL MANAGEMENT

CHAPTER III - SECTION 3

Once an employer has made its vanpool arrangement selection, a number of other issues remain concerning program startup and ongoing management. The ETC may be responsibile for managing some or all of these details on his or her own. Even if a van vendor handles some of these responsibilities for the employer, the ETC will still need to be familiar with them in order to monitor the program and to handle any problems should they arise. All of these concerns are addressed below, with the exception of vanpool formation which is handled separately in section 4.

Van Vehicle Specifications:

Regardless of the type of vanpool program the employer has chosen to develop, it must also make choices in van size, features, and accessories. Although employer-sponsored programs have the widest range of options to consider, most van vendors offer a number of choices as well. For specific information on the choices available, consult with the van vendors listed in the appendix. Custom van conversions are also available from firms familiar with the needs of vanpool operations. These too are listed in the appendix.

In general, 15-passenger vans equipped with bench seats and few accessories are the most economical and should be considered if low fares are a priority. Vans seating 12 or less, with airline type reclining seats, individual reading lamps, and other features are popular with employees who value comfort and convenience.

Equipment Requirements:

These requirements may vary by state. In California, vans must have a 10-unit first aid kit and operable fire extinquisher rated at least 4-B;C. Both must be mounted and readily accessible. Vans must also have a "vanpool" sign on each side and rear of the vehicle visible from a minimum of 50 feet.

Maintenance:

One of the primary benefits of vanpooling is the dependability it offers its riders, but this requires careful attention to maintenance. If the van vendor is not responsible for this, then the employer will need to make these arrangements either by

calling upon its own fleet garage or contracting for the regular service of a local dealer or service station.

In many states, vanpool licensing regulations require that a maintenance record be kept in every van. In California for instance, the maintenance record must be available to any authorized representative of the Highway Patrol upon demand. An in depth inspection is to be done every six months or 6,000 miles, whichever comes first. For specific details on maintenance requirements and a sample maintenance record refer to pages 19 and 20.

Insurance:

Adequate insurance coverage is essential. In California, employer liability is limited to employer-operated vanpools and does not extend to individual owner-operated and employee leased vanpools which must provide their own insurance coverage. Van vendors typically provide insurance coverage as part of their service for vendor operated and third-party leased programs. Otherwise, an employer will either need to self-insure or obtain coverage from an insurer specializing in vanpool risks.

Driver Selection:

The selection of good, responsible, and enthusiastic drivers is extremely important in the success of the vanpool program. In return for personal use of the van, free fare, or other incentives, the driver recruits passengers, provides dependable commute service, keeps records, and is often responsible for van maintenance and fare collection.

In California, a class 3 driver's license, a valid medical certificate, and a sworn statement (driver has not been convicted of reckless driving, drunk driving, or a hit and run offense in the last five years) are required. For more information on driver selection, see section 4 on vanpool formation.

Driver Training:

Courses for vanpool drivers are available. They are designed to improve driving skills and the safe operation of the vans. The completion of these courses may be a condition for obtaining insurance coverage for some employer-sponsored programs.

Cost Calculations:

Vanpool fares should be set according to both fixed and operating costs. Your fixed costs will include vehicle costs (vehicle purchase price less depreciation or your monthly leasing cost), insurance, registration, and license fees. Operating costs include maintenance and fuel. Fares for each vanpool will also be determined by the daily round-trip mileage and the number of paying passengers in the van.

To attract the riders needed to finacially sustain your vanpool program, it is important to keep vanpool fares competitive with other forms of commuting. Some employers subsidize all or a portion of employee fares. This is often feasible given savings in parking expenses.

To calculate costs, a vanpool costs worksheet is included on page 14. Fares may be adjusted later to more accurately reflect real operating costs. For this purpose, each van driver should complete a monthly expense log. A sample is available on page 15. With the month-to-month and some other lease arrangements, fares will be predetermined by the van vendor.

Fare Collection:

Passengers pay a monthly fare in advance to reserve their seat on a van. They pay for this seat even on the days they do not use it, whether this is due to illness, business trips, vacations, or driving to work on their own. In these cases, a casual rider may be available to offset the cost.

Normally, the driver issues each passenger an invoice (see sample on page 16) for the upcoming monthly fare. Passengers then pay the driver, who forwards the fares to the appropriate company or vendor account. Payroll deduction is an attractive alternative. Each passenger's monthly fare is taken out of his/her paycheck and placed in the vanpool's account.

Driver Administrative Responsibilities:

In addition to fare collection and maintenance procedures, the driver is responsible for keeping a record of the vanpool's operations. The ETC should make the following forms available to the van drivers each month:

Vanpool Passenger List: records the name, home address, and phone number of each van rider and driver. Updated monthly and used by the van driver to make alternate arrangements in the event of problems.

Vanpool Daily Log: a daily record of commute miles, maintenance service, and passengers carried.

Passenger Cancellation Notice: a form to be completed by departing passengers thirty days prior to leaving the van. To be forwarded to ETC and/or vendor immediately.

Samples of these forms, along with the vanpool cost worksheet, monthly expense report, and vanpool invoice already described can be found in this section.

VANPOOL COST WORKSHEETS

I. Monthly Base Costs

.A. Loan Payment = $_____

B. Insurance = $_____

C. Annual DMV Fees $_____ / 12 = $_____

Add A, B, and C = $_____(I)

II. Monthly Maintenance Costs

A. Cost of tune-up ($_____)
Divide A by miles between tune-ups (15,000) = $0._____ cost per mile

B. Cost of an oil change ($_____)
Divide B by miles between oil changes (5,000) = $0._____ cost per mile

C. Cost of four tires ($_____)
Divide C by mileage life of a set of tires = $0._____ cost per mile

D. Cost of contingency fund, or
Per mile charge for non-routine maintenance = $0._____ cost per mile

E. Add A, B, C, and D costs per mile = $0._____ total per mile

F. Multiply E by commute mileage per month _____x E = $_____(II)

III. Subtotal I + II to find your Monthly Fixed Cost = $_____(III)

IV. Monthly Fuel Costs

A. Typical cost of fuel per gallon $_____

B. Divide A by average miles per gallon + $_____

C. Equals total cost of fuel per mile = $0._____

D. Multiply C by monthly commute miles _____x C = $_____(IV)

V. Miscellaneous Expenses Per Month

All other operating expenses:

A. Monthly Parking $_____

B. Monthly bridge tolls $_____

C. Miscellaneous others $_____

Add A, B, and C = $_____(V)

VI. Add I, II, IV, and V for Total Monthly Costs = $_____(VI)

VII. Monthly Fare Per Rider: Divide VI by number of riders = $_____(VII)

MONTHLY VANPOOL EXPENSE REPORT

Calendar Month_____19_____

Date	FUEL: Odometer Reading	Number Gallons or Liters of Fuel Purchased	Amount Spent on Fuel	OIL: Quarts	Cost	PARTS AND SERVICE: Description	Cost	Enter Starting Maintenance Account Balance Here
		$		$			$	

Ending maintenance account balance. = $_____

Add monthly maintenance revenue (from worksheet). + $_____

New maintenance account balance (enter on next month's report). = $_____

Monthly fixed costs (from worksheet). = $_____A

Add miscellaneous costs (parking, tolls, etc). + $_____B

Total spent on fuel this past month. $_____C

Minus driver's personal gas expenses.

_____ x $0._____
Personal miles fuel cost per mile - $_____D

Equals this month's commute gas costs. = $_____ → $_____E

Total (add lines A, B, and E). = $_____F

Divide by number of paying riders. + _____G

Equals fare per rider for upcoming month. = $_____H

VANPOOL INVOICE

The amount due is payable to the Driver / Coordinator by the first (1st) of the month. Checks should be made payable to_____.
(Specify Company Name)

Van Pool Number / Amount Due	**(Date) From / To**
Passenger's Name	**Employee Number**
Address	**Phone**
Driver / Coordinator	**Signature**
Date	

VANPOOL PASSENGER LIST

VAN #_____

Parking Space:_____ Daily Commute Miles:_____ Date:_____

Name	Address	Work Phone #	Home Phone #

DRIVER INFORMATION

PASSENGER INFORMATION*

1			
2			
3			
4			
5			
6			
7			
8			
9			
10			
11			
12			

ALTERNATE PASSENGERS

1			
2			
3			
4			

* Indicate alternate drivers by placing an asterisk (*) beside the passenger's name.

VANPOOL CANCELLATION NOTICE

(Please Print)

Name: _____

Driver's Name: _____ **Payroll No. (if applies)** _____

Route No: _____ **The last day for riding the van will be:** _____

Please cancel my van pool service on that date.

Reason for cancelling service: _____

_____

I understand deductions will continue until 30 days after a cancellation notice is received, or until vacancy is filled, whichever comes first (if there is company deduction service).

_____ _____

Date **Name**

AB 550

Vanpool vehicle license and maintenance requirements

1. Vans with designed seating capacity for 10 or fewer persons are defined as passenger vehicles and, therefore, do not have to meet provisions of AB 550.

2. **License requirements** for vans with designed seating capacity of 11-15 adults.

   A. A van used primarily for nonprofit work-related transportation of adults, for the purpose of ridesharing, is considered a vanpool vehicle and a class 3 drivers license, a valid medical certificate and sworn statement (driver has not been convicted of reckless driving, drunk driving or a hit and run offense in the last 5 years) are required.

      This vehicle may be driven during the day for business purposes, as long as the driver meets the above requirements.

      Vehicles may also be operated by spouses of vanpool drivers, under the above requirements.

   B. If the van is **not** used as a vanpool vehicle:

      1) Individual owners who transport members of their household need only a class 3 license.

      2) Use of this vehicle for other then vanpooling and transporting members of the owner's household requires a class 2 license and a valid medical certificate.

3. **Equipment requirements** for vanpool vehicles with designed seating capacity of 11-15 adults:

   A. Vans must have a 10-unit first aid kit and operable fire extinguisher rated at least 4-B; C. Both must be mounted and readily accessible. Vans must also have a "vanpool" sign on each side and rear of the vehicle visible from a minimum of 50 feet.

4. Maintenance requirements for vanpool vehicles with designed seating capacity for 11-15 adults:

   A. Maintenance logs are required for all vanpool vehicles:

      1) The maintenance record should be a one page sheet. It may identify the vehicle manufacturer's recommended maintenance schedule, and have space for recording an in-depth inspection of the vehicle's brake system,* steering components, sighting system, wheels and tires. This inspection is to be done at intervals of not more than every six months or 6,000 miles, whichever comes first. An approved maintenance log may be found on the reverse side.

      2) Maintenance records must identify service performed, person performing service, date and vehicle mileage at time of service.

      3) Maintenance records must be available upon demand of any authorized representative of the Highway Patrol for one year.

*Wheels are to be taken off for visual brake inspection and brake fluid levels are to be checked. Steering connecting arms and knuckles are to be inspected for proper tread depth (4/32 front; 2/32 rear tires) and wear. Tail, brake and turn signal lights are to be checked to see that they work properly.

PREVENTATIVE MAINTENANCE AND SAFETY CHECK

VAN #_____ LICENSE #_____MILEAGE #_____DATE _____

Next Service Due_____ Miles or _____ _Date.

"A" SERVICE: Performed every 6,000 miles or 6 months

1. _____ Check transmission fluid level—add as required.
2. _____ Check differential fluid level—add as required.
3. _____ Check condition of drive line and U-joints.
4. _____ Check fuel lines, hoses, clamps and fittings for leaks—tighten as required.
5. _____ Check exhaust system for leaks
6. _____ Lubricate and give suspension "look" and "shake" inspection; visually check shocks and torsion bar
7. _____ Check brake operation and fluid level—add fluid as required.
8. _____ Drain oil and replace and install new oil filter.
9. _____ Check battery water level—clean terminals and clean top as required: Check condition of cables and terminals.
10. _____ Check cooling system for leaks, hose condition, and antifreeze protection—to 35 degrees below 0 and add as required.
11. _____ Check condition and tension of all belts—adjust as required.
12. _____ Check operation of PCV valve—replace as required.
13. _____ Check operation of hood latch and lock.
14. _____ Check operation of heat riser.
15. _____ Inspect all tires for uneven wear and inflate to recommended pressure (including spare tire).
16. _____ Inspect master cylinder and add fluid as necessary.
17. _____ Inspect wiper blades and washer.
18. _____ Check oil and fuel filters, replace as necessary.

"B" SERVICE: Performed every 12,000 miles or 12 months; includes all elements in an "A" service PLUS the following:

19. _____ Change gas filter.
20. _____ Tune engine. Repair as necessary.
21. _____ Remove wheels, inspect drums, discs and check brake lining and pads. Reline, based on the ability of the van brake linings to last until the next scheduled service.

"C" SERVICE: "C" service is required every 18,000 miles or 18 months. It includes the "A" and "B" service sequence PLUS, the following:

22. _____ Change transmission oil and filter and adjust bands.

Garage:_____ Mechanic:_____

VANPOOL FORMATION

CHAPTER III - SECTION 4

For the Employee Transportation Coordinator, vanpool formation can be both personally rewarding and challenging. On the one hand, a number of vanpools moving in the midst of what would otherwise be an unbroken sea of cars is an impressive sight. They offer highly visible, tangible evidence that you are succeeding in changing the commuting patterns of your employees. On the other hand, the process of forming and maintaining those vanpools can be difficult and time-consuming. The information in this section will hopefully minimize any unnecessary difficulties you might otherwise encounter.

The procedures you will use to form vanpools parallel and resemble the basic steps used to create carpools. There are also significant differences. To form a vanpool, you must acquire a vehicle and this creates additional issues which must be handled.

The steps taken to form a vanpool can be divided into three phases. These steps are listed below and explained in more detail later on in this section:

PHASE ONE:
IDENTIFY VANPOOL POTENTIAL AND CREATE INTEREST

- ❑ Identify prospective vanpool candidates by analyzing your survey results, especially the density map and master list. (See Chapter Two for more information on identifying target markets.)
- ❑ Create interest in the the potential vanpool(s) by publicizing proposed routes.
- ❑ Determine interest by contacting potential vanpool candidates.
- ❑ Determine if there are possible van drivers among the interested van riders.

PHASE TWO: THE VANPOOL FORMATION MEETING

- ❑ Arrange a meeting of prospective riders if there are a sufficient number who are interested in forming a vanpool.

- ❑ Conduct a meeting, or more likely a series of meetings, to reach an agreement among the prospective members to form a vanpool and to then implement the administrative procedures required to get the van on the road.

- ❑ Personal follow ups by phone and in person with individual members may be required to obtain agreements and maintain commitments.

- ❑ Select a driver and alternate drivers.

- ❑ Collect passenger subscription agreements and checks for the first month of van operation.

PHASE III: DRIVER CERTIFICATION AND VAN DELIVERY

- ❑ Perform Department of Motor Vehicle record check on the driver and alternates by securing certified copies of their driving records from the DMV.

- ❑ Obtain a valid medical certificate from the driver and alternates.

- ❑ Order a van and schedule a van delivery date. This procedure may vary, depending on the type of vanpool arrangement in question (i.e. employer purchased or leased vans, employee monthly leased vans, etc.).

- ❑ Sustain interest among riders and driver if there is a waiting period for the van.

- ❑ Provide ongoing passenger assistance once the vanpool is in operation and maintain current information on the vanpool and vehicle.

The above outline is a simple description of a complex process. No mere summary can adequately express the patience and diligence required on your part to complete these procedures. Although you will be dealing with people who have hopefully expressed a strong interest in forming a vanpool, that interest may wax and wane before the process is complete. You will have to work hard at keeping the group together, even as you run a series of administrative hurdles required to get the van on the road.

PHASE ONE

IDENTIFY VANPOOL POTENTIAL AND CREATE INTEREST

You will achieve your vanpool goals, however, if you accurately assess the vanpool potential at your company and are then persistent in your personal placement efforts. So when identifying "target vanpool markets," keep in mind that wherever possible it is best to start with a group larger than the number actually needed to fill a van. In this way, even though some vanpool prospects will inevitably waver in their commitment and lose interest, you should still have a viable vanpool group among those employees who remain.

In order to create sufficient interest to attract as large a group of qualified vanpool candidates as possible, proposed vanpool routes need to be effectively publicized. Unlike your general marketing efforts, however, your vanpool publicity activities should be targeted to reach only those employees who can actually vanpool if they choose to do so. For this reason, when advertising the benefits of vanpooling, whether through flyers, posters, paycheck stuffers, or employee newsletters, also describe the route and specify the point of origin for each proposed vanpool. For instance, a simple announcement might look something like this:

> "A vanpool is forming in the (name of area). If you are interested, contact your company's Employee Transportation Coordinator, (your name), at (phone #) for more information."

Through such targeted marketing activities, you will attract the interest of employees who fall within the parameters of each potential vanpool and hopefully won't have to turn away those who either live too close to work or too far away from the proposed route to effectively participate in the vanpool.

Concurrent with these publicity efforts, you can also personally contact prospective vanpoolers identified by your master list and density map. As with carpoolers, this initial contact is best if it takes the form of a personal phone call or face-to-face meeting. If you are short of time, sending them a written invitation to attend a "commuter cluster" or vanpool formation meeting should be sufficient. While your objective for this meeting will be to form a particular vanpool or even more than one, it can also (depending on circumstances) lead to the formation of one or more carpools instead. If that is the case, you are still succeeding in achieving your overall goal of reducing vehicle trips.

Regardless of whether you or the prospective vanpooler initiates the contact, use the opportunity to find out if you have anyone who is interested in driving the vanpool. If you succeed in finding a driver at this early stage,

consider yourself fortunate. Although finding a driver this early on in the process is not necessary, many vanpools with a sufficient number of riders never get on the road for lack of someone willing to accept the responsibility of driving the van. There will be more on driver selection later in this section.

PHASE TWO

VANPOOL FORMATION MEETING

Arrange a meeting once you have a sufficient pool of qualified candidates. While it may be possible to accomplish all of your objectives in a single meeting, additional meetings of the entire group or follow ups with individual members will probably be necessary.

While giving everyone an opportunity to consider the possibility of vanpooling, the meeting should also put people at ease and give them a chance to become familiar with each other. If the initial meeting is a positive experience at an emotional as well as an informative level, then underlying doubts will be reduced and the chance of creating a viable vanpool increased substantially.

During the first phase of the meeting:

- ❑ state that the purpose of the meeting is to consider the possibility of forming a vanpool from (name of area).
- ❑ define vanpooling in case someone is not clear on the concept and review the benefits of participation.
- ❑ describe the nature of the vanpool operation by explaining "...how in return for a monthly fare from each passenger, the employee or vendor will provide a vehicle, and support services such as maintenance, insurance, and backup vehicles."
- ❑ provide vehicle specifications such as the vehicle type, number of seats, make, equipment, features, and options.
- ❑ distribute and discuss the vanpool subscription agreement (see sample on page 28), reviewing not only the obligations of the passengers, but all relevant aspects of insurance coverage, maintenance, and so forth.

- ❑ discuss driver role and responsibilities, driver incentives, qualifications, and the approval process. Determine if there are any driver volunteers. (See sample driver agreement on page 30)

- ❑ Estimate the mileage and monthly fare. Fares normally range from $60 to $120, excluding fuel costs.

- ❑ Be prepared to answer questions and to counter possible objections.

Once the terms and conditions of the vanpool program have been presented and understood, determine who remains interested. If there are a sufficient number to start up the vanpool, the group should be ready to work out the operational details. With your assistance, the group can:

- ❑ determine the morning arrival and afternoon departure times based on individual work schedules. As the ETC, you will have preselected this group according to many factors, including the compatibility of their work schedules.

- ❑ design the route the vanpool will take to and from work, including designated pickup and dropoff points. Most vanpools select a common meeting point such as a conveniently located park and ride lot. Others prefer two or three stops along the early portions of the route to work.

- ❑ choose the departure location at work where vanpool members will gather for the drive home.

- ❑ establish back-up carpool arrangements and communication lines between pool members in case of an emergency or other problems.

- ❑ agree to simple ground rules to avoid any conflicts or misunderstandings down the road. These should cover agreed upon waiting times for late passengers, as well as policies regarding smoking, the radio, unscheduled stops for errands, and personal habits such as eating in the van. For more information on "rules of the road", refer to section 4 on carpooling.

- ❑ select a driver and alternates in case this has not been accomplished earlier in the meeting. Until a driver and alternates are found, there is no point in ordering a van.

If at the close of the meeting you have a sufficient number of riders as well as a driver, then "passenger subscription agreements" should be completed and collected along with checks for the first month of vanpool operation. If you do not yet have a driver or enough riders, then it will be necessary to complete this step at a later time. In the meantime, to find the needed riders or a driver, follow up with the indecisive ones from the meeting and try to recruit others. If your company policy allows employees from other companies to ride on your vans, work with other nearby ETCs to fill the van.

While you are working to resolve these problems, you must also maintain contact with those who have already made a commitment to the fledgling vanpool. You do not want them to lose interest and drop out while waiting for the vanpool to form. Encourage them to help you find additional riders. You might even suggest that they form a few carpools among themselves until there are enough riders and/or a driver for the van.

PHASE THREE

DRIVER CERTIFICATION AND VAN DELIVERY

Selecting a good driver is all-important for the success of a vanpool. Not only must he or she be a safe driver, but they also need to be someone who can be counted on to get to work on time and keep to a schedule. In return for their services, drivers can ride for free and have personal use of the van on a limited mileage basis. However, the driver may also be given the incentive of maintaining a set minimum number of paying passengers or lose his/her free van fare privileges after a 30-day grace period.

Once a driver and alternates have been selected, whether during the vanpool formation meeting or afterwards, they should submit an application providing information on their driving and attendance records. This information can be used to verify driving records with the Department of Motor Vehicles. The employee's supervisor can verify their dependability.

The prospective driver and alternates will also need to undergo a medical exam to identify any underlying medical conditions which might affect the operation of the vehicle and the safety of its passengers. If no health problems are detected, then an approval certificate will be issued by their doctor.

Once you have a certified driver, at least 75 percent of the needed passengers, and have completed all of the above steps, then you should be ready to order your van. Use a van formation checksheet to make sure you have not overlooked anything. A sample is provided. Hopefully, a van will be available when you request it. Otherwise, a fledgling vanpool can be jeopardized by a substantial delay in the delivery of the van as interest will diminish over time. If you are working with a van vendor, you can minimize this problem by keeping the vendor informed of your progress prior to the day you actually order a van.

Your first vanpool may be the most difficult one to form. The formation process will be new to you and some mistakes are likely to occur. In addition, vanpools may be unfamiliar to your employees and it will take more effort on your part to sell them on the concept. Over time, however, you will become more adept with all aspects of the process. Perhaps more significantly, the vanpools you formed earlier will be working for you every day as a mobile ridesharing ad that cannot be overlooked.

VANPOOL #_____

VANPOOL PASSENGER SUBSCRIPTION AGREEMENT

THIS AGREEMENT shall be in effect beginning on the date it is approved by the vanpool driver/coordinator and continuing thereafter until terminated by either party. Termination shall be effective ten (10) days after receipt by the other party of the termination notice. The driver/coordinator will be providing this service upon receipt of a leased van from _____.

It is agreed that the following are the passengers' responsibilities:

- To meet promptly at the specified pickup point according to the schedule provided by the vanpool coordinator.
- To promptly pay the vanpool coordinator the passenger's share of monthly vanpool expense, in advance.
- To notify the vanpool coordinator in advance of any variation in scheduling such as vacation or business trips.
- Abide by all day-to-day operational rules of the vanpool as established by majority vote of the vanpool members.
- Help keep the van clean and dry.

It is agreed that the following guidelines apply to the operation of this commuter vanpool.

- Vans will operate on a punctual schedule.
- The departure time from each pickup point will be determined by the vanpool coordinator.
- Pickup points will be limited to locations selected by the vanpool coordinator.

Vanpool passengers will share the total cost of their vanpool's operation. The "total" cost includes the lease payment (fixed plus operating cost per mile) plus any gasoline, parking and/or miscellaneous expense accrued through van operation. Lease payments are paid monthly in advance. Passenger fares are likewise paid monthly in advance, and it is each passenger's responsibility to see that his/her payment is in full and on time.

Responsibility for fares lies with the vanpoolers. Responsibility for keeping the van full (thereby lowering fares) also lies with the vanpoolers.

PASSENGER:

Name: _____

Address: _____

_____

Home Phone: (_____) _____

Work Phone: (_____) _____

Date: _____

ACCEPTED BY:

Driver Coordinator: _____

Work Phone: _____

THE VANPOOL DRIVER/COORDINATOR AGREEMENT*

This Agreement between the Driver/Coordinator whose signature appears below and (Company Name), hereinafter called the "Company" shall become effective on the date it is accepted by the Company, as evidenced by the signature of its authorized representative in the space provided below for this purpose.

For the purpose of forming and operating a vanpool with a minimum of _____ passengers, the Company agrees to provide the use of a passenger van, to assist in forming and maintaining the vanpool and to render such other reasonable assistance as may be required for the functioning of the vanpool. The Driver/Coordinator will be the primary driver of the van during the term of this Agreement.

The Driver/Coordinator agrees during the term of this Agreement to:

1. Obtain and maintain a valid State driver's license.

2. Drive the van to and from work and pickup and deliver riders in accordance with the mutually established route and schedule.

3. Obtain a medical examination performed by a physician and carry a Medical Examination Certificate while operating the van.

4. Maintain the minimum, but not exceed the maximum, number of paying passengers in the vehicle.

5. Operate the van on a punctual schedule and according to the to the route mutually agreed upon.

6. Arrange for service and maintenance in accordance with the schedule prescribed in the vehicle instruction manual.

7. Obtain fuel for the van and clean the vehicle inside and out as needed.

8. Keep daily and monthly records.

9. Collect the monthly fares from all riders in advance, no later than the first of each month.

10. Recruit new riders.

11. Provide off-street parking facilities for the van on private premises.

12. Operate the van in a safe and prudent manner in accordance with all applicable laws, ordinances, rules and regulations.

13. Be responsible for paying moving traffic violations and parking violations incurred at any time during his/her operation of the van.

14. Promptly report all accidents, whether or not they involve property damage or personal injury.

The Company agrees to reimburse the Driver/Coordinator for his/her out-of-pocket expenses in the operation of the van to and from work along the prescribed route. The Company also agrees that the Driver/Coordinator may ride free to and from work daily.

Restrictions on Vehicle Operation

1. Personal use of the van is limited to a monthly total of 250 miles per month. Such use shall not interfere with Monday through Friday commuting.

2. Operation of the vehicle is restricted to the Driver and officially designated Backup Drivers.

3. Use of the vehicle to pull trailers is not allowed.

4. The vehicle is not to be used for any purpose requiring the removal of any seats.

5. The vehicle is not to be used for a personal trip beyond a one-hundred mile radius of the Driver/Coordinator's home without specific advance written approval from the Company.

This Agreement may be terminated by either party on thirty (30) days written notice delivered to the other party in person, by telegram or by mail. In addition, it will terminate automatically on (a) termination of the Driver/Coordinator's employment with the Company, (b) loss by the Driver/Coordinator of the required State driver's license or (c) breach by the Driver/Coordinator of the terms of this Agreement.

Driver/Coordinator _____

Date _____

Accepted: (Company Name) _____

Date _____

* This sample driver/coordinator agreement is between a driver and his company. Similar versions of such an agreement would be between the driver and the vanpool vendor, or a public agency.

VANPOOL CHECK LIST

This will aid you in the steps that you must follow before your group can receive the van.

____1. Selected the van pool driver and back up drivers.

____2. Selected group is ready to participate. There are _____ passenger agreements signed.

____3. The route and times have been agreed upon.

____4. The miles on the vehicle will be _____.
The payment for start up will be $_____.

____5. The size of the vehicle we have chosen is a ____ passenger van with _____ seats.

____6. Medical exams for drivers/back up drivers are complete. (Each driver has a signed medical certificate.)

____7. Driving records for drivers/back up drivers are obtained and approved for insurance purposes.

____8. Contact/driver/coordinator is aware of the duties of collecting fares/maintaining any records that are required for van.

____9. Fares have been collected and ready to submit to van vendor.

___10. Date for the pick up/delivery of van is confirmed. Contract is signed.

On date of delivery of the van all driver/back up drivers information is due, along with the first months van cost. On this day the contracts are also signed. Those who will be responsible should be present, so both parties should be present.

BUSPOOLING

CHAPTER IV - SECTION 1

Buspools, also referred to as club, charter, or subscription buses, are used for transporting large groups of 16 to 45 employees who live 25 miles or more from work. Typically, the route and other features of the service are designed by the users who either contract with a bus operator or purchase a bus to carry out the service. Users can either be groups of employees acting independently or more likely an employer or similar organization arranging the service for its employees.

With a higher number of passengers per vehicle, buspooling is potentially more economical and energy-efficient compared to carpooling and vanpooling. In practice, however, the cost per mile for buspool service is generally equal to or greater than the corresponding vanpool service. Where there is a choice between using several vanpools or a single buspool to serve a large group of employees, a careful examination should occur to determine which would be most cost efficient. The potential efficiencies and economies of buspooling can be achieved, but only under certain operating conditions. These optimum conditions can be readily identified once the factors which raise operating costs are understood:

- **Deadheading** - unlike autos and vans, which after delivering employees, are parked at work and at home, buses are frequently driven empty to be garaged elsewhere. These additional miles lower the energy efficiency and increase the operating costs of the buspool.

- **Labor Costs** - buspools require a trained driver who is usually paid for his or her services. If this involves unionized drivers, then the additional costs are substantial.

- **Vacancy Rates** - buspools require a full passenger load to be cost efficient. Unfortunately, due to their larger size, poor planning, insufficient marketing, or other factors, buspools tend to have a higher vacancy rate.

- **Low Passenger Collection Points** - buspools often pick up passengers in several separate areas in order to achieve a full load, resulting in empty seats for part of the trip. Vanpools typically serve a single localized home area.

Where these cost factors exist, multiple vanpools can serve the same number of employees more efficiently than a single buspool. However, if these cost factors can be managed, offset, or eliminated, then a single buspool may be the more logical choice.

Cost-efficient buspools require the following optimum market conditions:

- **High Density Destination** such as a central business district, a major industrial or office center, or a very large employer sufficient to assure full passenger loads.

- **High Volume Collection Points** such as high density residential areas or park-and-ride lots which can draw from a high number of commuters. A high volume collection point limits the number of stops required for a full passenger load.

- **Long Commute Distances** of 25 miles or more are required to be competitive with other commute modes.

While commuter concentrations of sufficient density can support a buspool market with low vacancy rates and minimal collection points, buspool operating efficiencies will still be less than optimum where paid drivers and deadheading are required. Choices made by the employer in establishing a buspool program will determine the extent to which these costs are reduced. Due to other important considerations, however, the employer may consider higher costs acceptable and opt for choices which require either paid drivers, deadheading, or both.

The primary choice made by employers establishing buspool programs is the method for acquiring vehicles. Employers can either purchase the vehicles or more likely will choose to contract for the service with a commuter bus operator. Operating costs are typically higher when contracting for the buspool service. This will vary, depending on the operator and the nature of the contract. There are a variety of these commuter bus operators:

- **Independents** are generally single entrepreneurs who operate only one or two routes and work at the bus route destination. They own the bus, drive it themselves, often service and maintain it, and handle the administrative activities of collecting fares and checking attendance. By handling all the driving and administrative duties themselves, independents generally experience lower operating costs, especially if they are able to park the vehicle at the worksite destination to avoid deadheading. However, since the operation of the bus is incidental to their regular occupation, these operators are usually not interested in expanding their service and starting new routes, especially to destinations outside their work area.

- **Charter bus companies** offer commuter bus service as a part of their overall operation. Since they emphasize charter work, their interest in developing new commuter bus routes is affected by the impact such service will have on their primary business. Labor costs are greater than for other types of operators since they generally utilize their regular company drivers. Deadheading is offset to some extent by the greater productivity of the bus, which can be used for charter trips during the day. However, the majority of charter companies, especially the larger ones, provide no commuter bus service at all.

- **Commuter companies** are the largest commuter bus operators. Though they may offer other types of services, the commuter companies are most heavily involved in buspooling and actively pursue additional routes. Frequently, they may employ "commuter drivers," who work at the destination, to drive their commuter routes. The bus can remain at the job site during the day. In some cases, these drivers will receive a specified percentage of gross receipts, which gives them a powerful incentive to attract additional riders and to keep existing ones. In addition, commuter companies typically designate one of the riders to serve as a "bus captain". In return for riding for free, they handle the administration of the route by collecting and accounting for fares, enforcing rules, and serving as a communication link between the operator and the riders. Finally, the commuter companies handle maintenance and repair functions.

Although many commuter bus routes are **"operator-sponsored,"** i.e. they are initiated by the commuter bus operator who charges fares and must attract enough routes to cover costs, the focus of this guide will be on **"employer-sponsored routes."** Employers establishing a buspool program have the option of contracting for the service with one of these private or public operators or purchasing the vehicle(s) on their own.

- **Contract Service** the employer designs the bus service and will request bids from various bus operators who wish to provide the service. The employer awards a contract to the best operator who, for an agreed upon weekly or monthly rate, will provide the vehicles, insurance, drivers, fuel, maintenance, and bus storage. The costs to the employer will vary, depending upon the method used by the operator for providing these services as indicated above. By contracting for the bus service, the

employer greatly reduces its financial risk as well as its legal and administrative responsibility as compared to direct ownership and operation of the buses. Costs of providing the service will remain fairly constant. However, these costs will be higher than for a company-owned and operated buspool.

- **Bus Purchase** a company which purchases a bus can have greater control over all aspects from bus dimensions to driver qualifications. The company can also use the bus for other purposes such as a mid-day shuttle for its employees. By using employees as drivers, parking the buses at the company worksite and near employee homes, and avoiding the administrative and overhead costs of a commuter bus operator, overall operating costs should be greatly reduced. In fact, under these conditions and assuming full passenger loads, company-owned and operated buspools should be more economical and energy-efficient than vanpools.

  However, company owned and operated buses represent a major financial and administrative investment. Not only is the purchase of the vehicle a costly endeavor, but acquiring adequate insurance is expensive and difficult. Regulatory considerations should be thoroughly checked as well. Although private operators may already have the necessary licenses from the state public utilities company or similar regulatory body, a company-operated buspool service might be objected to if it appeared to compete with established routes of private or public carriers.

ADDITIONAL ISSUES TO CONSIDER

- **Subsidizing Fares:**

  Whether an employer chooses to contract for a bus service or to purchase a bus, it will normally pass those costs on to the employees by charging them a regular weekly or monthly fare, calculated on the assumption of full passenger loads. Given the higher costs associated with the contract service, however, many employers choose to further support the program by subsidizing fares. This strategy is often necessary in order to assure full passenger loads. Under other arrangements where employees pay fares directly to the operator, employers can support the program by guaranteeing the operator enough passenger fares to cover costs. If fewer ride, the employer pays the operator the difference.

❑ Certification

All 50 states require certification of any bus that carries passengers for compensation. For instance, in California all private commuter bus operators are regulated by the California Public Utilities Commission (CPUC) where in order to operate they must first obtain a "passenger stage certificate" from the agency. In this case, however, vehicles seating 15 or less and driven by someone employed at the destination are classed as vanpools and are exempt from regulation.

The procedures which follow are specific to California. You will need to refer to the regulations which apply in your state before proceeding with buspool formation.

To obtain the passenger stage certificate, the operator must show an application to the Commission that proposed service is a "public convenience and necessity." The operator must also show compliance with all applicable insurance and safety regulations. The Commission may, with or without a hearing, issue the certificate as applied for, refuse to issue one, or issue one which attaches conditions or restrictions which the Commission feels public convenience and necessity require. The certificates granted by the Commission specify either a route with fixed stops or boundaries or service areas which may be connected along any route the operator chooses. The Commission may also restrict availability to employees of a specific firm.

Although the Commission normally requires three to ten months to reach a decision to grant permanent authority, it has developed a streamlined application process for home-to-work commutes that takes only two to three weeks. The streamlined procedure is for a one-year temporary certificate to operate. It is contingent on no objections being received or else the regular application process must be followed. The main benefit of the streamlined procedure is to allow buspools to get on the road with less delay, while the prospective riders are still interested.

If the application does receive objections, the process can become quite involved. The typical objection is from another public or private bus operator seeking to protect its existing service, if the proposed service is at all similar to theirs. In this case, the Commission must decide whether the proposed service will actually serve the same market as the existing service. A hearing is usually required and the resulting delays may sometimes extend over a year.

- **Vehicles and Amenities:**

  Most buses employed in commuter bus service are used highway coaches. Highway coaches are buses built for inter-city use and are the type used by Greyhound and charter bus companies. As a result, air conditioning, individual reclining seats, and reading lights are standard features on most commuter buses. In addition, many have restrooms and some have stereo music, refreshment bars (for after work), footrests, or luggage racks. Charter bus companies generally offer the newest equipment because they are utilizing the same bus for charter trips during the mid day period. Commuter companies, on the other hand, cannot afford to spend too much money for buses which sit idle during the day.

- **Buspool Formation Procedures:**

  Procedures used to form buspools will resemble the steps used to form vanpools. You should refer to that section for detailed information on the process. However, once you have determined the potential for forming a buspool, you will want the assistance of a representative from your local ridesharing agency as well as the expertise of a commuter bus operator. Note also that if you already have an active vanpool program, an easy way to gradually develop a buspool program is to replace multiple vanpools with a single buspool if the waiting list of vanpool applicants grows large enough.

MASS TRANSIT

CHAPTER IV - SECTION 2

Mass transit is a viable commute option for many employees, but its popularity declined over the past decades with the rise of the automobile and increasing urban sprawl. Today ironically, an increase in mass transit usage can help solve the traffic congestion and air quality problems generated by our overdependence on the automobile.

Unfortunately, many commuters who could benefit from the local transit system never use it. To some extent this is caused by unfamiliarity with the system. Faced with a vast and confusing number of routes and schedules, transit operators with overlapping jurisdictions, and various unknowns such as fares and transfers, many commuters would just as soon not be bothered. The ETC can help remedy this situation and encourage more transit use by personally guiding employees through the maze of transit information.

Depending on the location of a company, a primary role of the ETC is to encourage transit use. There are five aspects to this role:

- ❑ Evaluate how well mass transit serves current employees by assessing the level of service in the company's vicinity and in areas with concentrations of employees' residences.
- ❑ Provide employees with transit information, including route, schedule, and fare information.
- ❑ Provide assistance to employees in the form of on-site transit pass sales, transit subsidies, and personal trip-planning.
- ❑ Facilitate transit service to the worksite through other incentives such as providing bus shelters, improved access to the building, and shuttle service to local transit stations.
- ❑ Negotiate with local transit operators for changes in transit routes and/or schedules to improve service to the worksite.

It is the personal assistance provided by the ETC that can make the greatest difference in motivating employees to utilize transit. Keep this in mind as you carry out the five aspects of implementing a transit program.

EVALUATION OF A CURRENT TRANSIT SERVICE:

Before promoting transit as a viable option for your employees, you will want to be certain that not only is it available to your worksite, but also convenient for your employees. If your worksite is located within a major work center, then transit service will most likely be available. However, the convenience of that service and its attractiveness to your employees may still vary, depending on several factors.

Are transit stations or stops located within a short walking distance of your worksite? If not, would a shuttle from the company to and from the transit station increase the number of employees who could use transit?

Is the transit schedule compatible with your employees' work hours? Do the buses arrive at or near employee start and stop times or are they scheduled to arrive too early or too late for use by your employees? Do the buses run frequently enough to allow for some flexibility in employee schedules?

Do the transit routes serve the areas where your employees live? Can employees walk from their homes to transit stations/stops or can they reach the buses by driving their cars a short distance to nearby park and ride lots?

Is the cost of commuting by transit competitive with the cost of driving alone or with other commute options? Fares will vary, depending on the type of service, such as local and express services. Fare subsidies can increase the attractiveness of transit for many employees.

This assessment should take place during the research for and development of your trip reduction plan. If you have not done so already, contact your local transit company(ies) to obtain current route, timetable, and fare information (see attached directory of transit companies). Transit routes can be plotted against your density map of employee residences. Through this evaluation of the transit service, you can determine the number of employees who might be able to conveniently use transit as a viable commute option.

PROVIDE TRANSIT INFORMATION:

People who don't use transit may not be sure about how to go about getting information on transit routes, schedules, and fares. Many such commuters will not make the effort of calling the transit company on their own. Without this information they are not likely to get on a bus for fear of getting lost in transit. So, for the ETC, one of the easiest and most effective ways to encourage transit use is to simply provide employees with this information.

Almost all transit systems are more than happy to provide employers with brochures in the quantities requested describing routes and schedules. These brochures can be distributed to your employees via your transportation information center or by other means.

Keeping massive stockpiles of these brochures, however, may not in itself encourage their use. Since they are designed for the general public, they will normally contain far more information than what is required by your employees to reach your particular worksite. As the ETC, you can customize the route and schedule information for use by your employees by setting up a large map displaying only those transit routes which serve your worksite and the areas where your employees live. The routes should be numbered and coded as they are in the transit brochures.

PROVIDE PERSONAL ASSISTANCE:

Personal Trip Planning: Some first-time transit riders will need more help than can be offered by the brochures or the customized transit map you have provided. Just as you are personally involved in placing riders into carpools and vanpools, you can do the same for transit. By becoming thoroughly familiar with the transit service at your site, you should know which of your employees can use transit and be able to make specific recommendations to them on the routes and schedules they should follow. You can highlight transit routes in the same way travel agents at the Auto Club mark the routes vacationers take to reach their destinations.

Transit Pass Sales: Many transit systems have an active pass sales program. Monthly unlimited ride passes eliminate the need to carry exact change for fares, and so are convenient as well as economical. For example, a Regular Monthly Pass entitles a commuter to unlimited riding on all local RTD lines within Los Angeles County. For riders of express and Park n' Ride lines, express stamps are available. Although these passes can be purchased by individuals at transit customer service centers, the ETC can make the passes more accessible to employees by selling them at the company worksite. Through the RTD Corporate Pass Program, for instance, you can become a monthly pass sales agent receiving passes on consignment to sell to your employees. Passes which are not sold can then be returned to the transit operator. If you prefer, you can instead purchase the tickets in advance from a transit sales outlet to sell to your employees. Contact your local transit operator for exact details on their pass sales program.

Many companies choose to sell transit passes at their transportation information center, in the company cafeteria, company store, or other locations accessible to employees. However, you can eliminate lines and other hassles through the use of payroll deduction to pay for the transit passes.

Transit Subsidies: You can further encourage transit use by helping to pay for your employees' transit fare. Either you can sell the monthly transit passes to your employees at a reduced rate or you can even completely subsidize the cost, if you wish, and give them to your employees. If you do not have an on-site transit sales program, you can still reimburse your employees the amount of the subsidy after they have purchased their individual monthly transit pass.

Be aware that under current federal tax laws, monthly transit subsidies of $15 or less are not considered taxable income. However, if the subsidy offered is greater than $15, the entire amount becomes taxable. Legislative efforts to remove or raise the ceiling on such employer contributions are underway.

FACILITATE ACCESS TO TRANSIT SERVICE:

If the distance between the company and the nearest transit stop is too far to walk, then a **company-sponsored shuttle service** to transport employees to the stop can make transit a viable option for many employees who could not previously use it. Such a shuttle could also be used to transport employees to nearby restaurants and retail stores which would encourage all ridesharers, including transit riders, to leave their cars at home. Vans, owned or leased by the employer as part of the company vanpool program, might provide the vehicles for this shuttle service.

The physical design of most work centers, especially in suburban areas, encourages auto use without adequately considering transit. As a result, bus shelters may be non-existent or located in fringe areas not easily accessible to pedestrians. **Physical improvements** to correct this situation, such as bus shelters, waiting areas, and sidewalks between transit stops and buildings, will support your other efforts to promote transit use. In some cases, it may even be necessary to widen street lanes to accommodate bus operations and to construct bus turnouts and loading areas.

NEGOTIATE FOR IMPROVED TRANSIT SERVICE:

Your transit agency might be willing to make changes in the existing transit service if you can demonstrate that the number of employees using transit to commute would substantially increase if the desired changes were made. You ought to be able to estimate the number of new riders from the data provided by your employee commuter and attitude surveys. New bus routes, changes to existing routes, new bus stops, and schedule changes can be made if the new ridership volume is sufficient. When negotiating with your transit operator for these improvements, be prepared to state the times of highest employee demand as well as the specific routes and stops which the majority of your employees will want to use. Given the financial risk

incurred by the transit operator in making the requested changes, your company's willingness to guarantee a portion of the fare revenue for a trial period should the new riders not materialize could be persuasive.

ADDITIONAL INFORMATION ABOUT TRANSIT

Types of Service: transit operators offer a variety of services suited to different commuting needs.

- **Local Service:** local buses traveling along city streets making frequent, regular stops. Although this is the type of transit service most people are familiar with, it is usually only appropriate for commuters who live near work.

- **Limited Stop Service:** certain buses traveling along the same routes as local buses, but making fewer stops. These are more attractive for commuters.

- **Express Service:** buses serving commuters primarily during morning and evening rush hours along freeway and other long distance routes. These routes usually originate in outlying suburban areas, have a minimum number of local stops for picking up passengers, and terminate in central business districts or major suburban work centers.

- **Park n' Ride:** commuters drive their cars to a convenient Park n' Ride lot, park, and catch an express bus to and from work.

For more specific information on the types of transit services available to your worksite, contact your local transit operator.

TRANSIT RIDERS' RULES FOR THE ROAD:

- **Reading Transit Timetables:** It is important to know that timetables do not normally list all bus stops, only the times the bus is scheduled to arrive or depart from major points along the route. Along with the map showing where the bus line operates, a commuter can use the timetable to plan his or her trip in advance, making sure they arrive at work at the desired time.

- **Paying for the Ride:** Drivers do not carry change, so if a commuter is not using a monthly transit pass or a ticket purchased in advance, he or she will need the exact fare when boarding the bus. Using coins and not dollar bills, deposit the correct amount in the fare box.

- **Transferring to Another Bus:** If the commuter is not using a monthly transit pass, after depositing the correct cash fare on the first bus, he or she should ask the operator for a transfer and pay the transfer charge. The transfer coupon is handed to the operator of the second bus. The same procedure is used for additional transfers. A time expiration is indicated on the transfer coupon. Transfers are not good for traveling in the opposite direction of the issuing line or alternate route of the same line.

- **Catching the Bus:** Commuters should arrive at the bus stop one to two minutes before the bus is due to arrive. The headsign above the windshield of the bus will display the line number and destination telling them if this is the bus they want. When boarding the bus, they should allow plenty of room for passengers leaving the bus before boarding, and have the exact fare ready.

- **Riding the Bus Safely:** Commuters should use all handrails on seats, overhead, and on doors, when walking to and from their seats. A seat should be taken as soon as one becomes available. If standing at the front of a crowded bus, stay behind the yellow line on the floor near the driver to keep his/her view of the rearview mirrors unobstructed. Playing radios, smoking, eating, and drinking on buses is prohibited by law. When departing the bus alert the operator by using the signal cord or rubber strips on the side of the bus windows. The rear door should be used for exiting.

BICYCLING AND WALKING

CHAPTER IV - SECTION 3

There are two forms of solo commuting that you do want to encourage. Neither one pollutes the air and both add little to traffic congestion. As it turns out, both are healthy forms of exercise as well, since they rely on human power instead of engine power. Naturally, this describes bicycling and walking to work. Unfortunately, these two beneficial alternatives to driving alone are frequently overlooked or dismissed. This may be due to the mistaken assumption that, in this day and age, neither bicycling nor walking is a practical form of transport. As the Employee Transportation Coordinator, there is a great deal, however, that you can do to not only make these alternate modes practical, but also a popular form of commuting for your employees.

HELPING EMPLOYEES BICYCLE TO WORK

Find which employees can bicycle to work:

You can determine this based on both the commute distance and personal interest of your employees. Bicycling will be an attractive alternative for many employees who live within five miles of work. However, this distance criteria can be expanded to ten or even twenty miles for people with the following interests:

The environmentally concerned who recognize that bikes are both energy-efficient and good for the environment.

People who want to get into good shape and want to use their commute time to do it.

Cycling enthusiasts who already ride for sport and pleasure on their own time.

All of these people are potential bicycle commuters. They are already motivated to use this alternative mode. It fits in with their belief systems, they want to lose that flab, or they are bike junkies who live for more riding miles. The problem is most companies make it difficult for them to commute by bike. You want to make it easier.

What problems do bike commuters face, and how can you help?

If you talk to your current bike commuters, assuming you have any, some of the problems you are going to hear about will be

lack of user-friendly bike routes, lack of acceptable places to park bikes, and lack of facilities for making themselves presentable for business. Let's deal with these one by one:

Bicycle routes: far-away jobs and narrow, decaying, heavily trafficked roads discourage potential cyclists. You can't change where you work or where anyone lives, but people who already ride bikes know the best ways to bike to work. Your less-experienced riders may want to hear about the best routes to take. The best advice is to let your new bicycle commuters talk to someone who is already commuting by bike.

Places to park bikes: Bicycles, unlike their owners, don't like the outdoors. Sun and rain damage their finishes. Bicycle owners worry about their steeds being stolen, and rightly so. Consider permitting bike commuters to park at their desk, in the basement, or somewhere indoors where they can lock their bike up. If those arrangements are not feasible, enclosed bicycle lockers can provide complete security and weather protection. If you put in bike racks, put them next to the guardhouse or somewhere they can be watched. Get the bike racks which hold the bike up by its frame. The other kind which hold onto a bike's wheel can turn it into something resembling a taco.

Getting Clean: Bicycle commuters want to be clean, refreshed, and socially acceptable when they begin work. The ideal solution is the installation of showers. These could serve your walkers as well as employees who exercise during lunch. If this is not possible, at least let your bicyclists use the restrooms for a sponge bath. By using small wet-pack cleansers or rubbing alcohol and tissues, they can quickly clean up for the day. As an alternative, arrangements could be made with a local health club allowing your employees to use their showers.

Getting Dressed: In most cases, you can't ride bikes in business clothes and you can't conduct business in bike clothes. Bikes don't carry business clothes well either. For this reason, a place at work to keep a week's worth of work clothing makes bicycle commuting a lot easier. The more professional you expect the employee to look, the more hanging space is needed. If your cyclist has his/her own locking office, that can be used. If not, can a spare closet be

used? Standing wardrobes are available from office furniture suppliers.

What other incentives can you offer to encourage your bicycle commuters?

Ask the riders who are doing it how things are coming along. Tell them they look good in their riding clothes. On a more practical level, your bicyclists could use a short lunch and an early departure when the days get short. Likewise, for rainy days, it would help if they were kept informed of carpools that they could ride with temporarily. You can also challenge them by offering quarterly prizes (lunch and an article about them in the company newsletter) to your top bicycle commuter. It could be the one who logs the most bike commuting miles or the fewest car miles. Maybe the one who has commuted by bike the longest or who braved the worst weather. If the same person wins more than once, change the criteria.

Bicycle safety:

The DMV's California Driver's Handbook and the Automobile Club of Southern California's simplified Vehicle Code Laws for Bicyclists carry the rules for riding. The Human Powered Transit Association provides bicycle transportation seminars, including the film "Bicycling Safely on the Road," produced by Iowa State University.

It is important for all bicyclists to know that they have the same rights and responsibilities as automobile drivers. This means that not only are they not out of place on the roadway, they must obey the same traffic laws. This includes riding with the traffic and never against it. Most bicycle accidents are caused by bicyclists breaking traffic laws. Also, they should always wear a hard-shell helmet! Three-quarters of all cycling fatalities could have been prevented by cyclists wearing effective helmets.

Here and now, bicycle commuters are a small minority of the commuting public. For that reason, there may not yet be enough bicycle commuters at your worksite to justify building showers, locker rooms, and bicycle storage sheds. On the other hand, a few bicycles in the office or a closet full of work clothes will not bring company operations to a screeching halt. With a little flexibility, you can encourage more of your employees to become bicycle commuters.

ENCOURAGING EMPLOYEES TO WALK TO WORK

Who walks to work anymore?

Even in this auto-oriented city, walking is growing in popularity. For some, the allure and convenience of city living is getting them to move within a short walk to work. This hopeful trend should increase in the future as employment centers throughout the region acquire larger residential populations and more of the activities associated with traditional downtowns.

Other walkers are interested in improving their health. They have discovered that moderate aerobic exercises like walking can provide many of the same benefits without the pain and injury associated with more intense exercises like running.

How to find more walkers:

Determine who lives within two to three miles of work. Talk to them. See what would encourage them to leave their cars at home. Until now, some may not have given much thought to the question. Employees who exercise by walking or jogging before or after work might be encouraged to jog to and from work instead. They can save time by combining their commuting with their exercise.

You can also increase the number of walkers by providing new employees who want or need to relocate with housing information for the neighborhoods near your worksite.

How to help your walkers:

Given the simplicity of walking, you might wonder what, if anything, you can do to help encourage it. Here are a few ideas:

Plotting the best routes: Take the time to personally explore the neighborhood and area surrounding your worksite. To assist your walkers in plotting their routes, you will want to know where the lighted sidewalks, special paths, and protected crosswalks are located. You will also want to point out physical obstacles as well as high-crime areas to avoid.

Washing and dressing: While most will walk to work in street clothes, some walkers may want to freshen up and joggers will definitely need to change clothes. (Refer to the

bicycling information above for suggestions on dealing with these needs.)

Fitness monitoring as an incentive: Hospitals offer cardiovascular screening, cholesterol tests, and other measures of health and fitness to their walkers. Although you probably don't have the needed equipment in-house, you can send your walkers (and bicyclists) to a place that does. If your company encourages exercise, stress reduction, healthy diets, and other positive lifestyle changes for employees, this is an effective way to integrate your company's commuting and wellness programs.

Shoe information and gift certificates: Your company can purchase a quantity of gift certificates from an athletic shoe store. As part of the deal, the store can supply your firm with written information on walking shoes.

Consider competition: Every three to six months, you can give a prize (a healthy lunch, a pair of shoes, etc.) to the walker who logged the most human-powered commuting miles, the most improvement in blood pressure, lowest body-fat ratio, etc. Have separate divisions for men and women for a fairer competition (and to attract more entrants).

You should periodically follow up with your walkers to see how the program is going. Whether they are walking primarily for fitness, commuting, or both, your personal interest will encourage them to stick with it. It will also give you the information you need to see which incentives are being used, if they are meeting your expectations, and what other incentives may be useful.

Both walking and bicycling could play significant roles in cleaning the air by replacing short automobile trips. Driving short trips creates a relatively larger amount of air pollution because cold engines do not fire effectively and release a higher percentage of unburned hydrocarbons into the air. By reducing the number of these trips, human-powered transit will make it easier for us all to breathe.

On days of poor air quality, however, your bicycle commuters and walkers should use other commute alternatives. Exercising outdoors when air quality is bad does produce measurable changes in lung function. Although the long-term health effects are not yet known caution is advisable.

ALTERNATE WORK ARRANGEMENTS

CHAPTER V - INTRODUCTION

In today's competitive business world, alternative work arrangements offer a creative way of developing an array of employee benefits while at the same time addressing your company's transportation needs. Alternative work arrangements can reduce congestion by both spreading the hours in which the trip to or from the workplace occurs and by completely eliminating trips to the workplace on some days. Other than being a transportation demand management tool (TDM), most alternative work arrangement programs offer several benefits. Employer benefits include: increased productivity, decreased absenteeism and tardiness, and improved employee morale.

Alternative work arrangements fall under the categories of variable working hours that include variations of flex-time, staggered working hours, and compressed work week, and telecommuting that includes working from home, working from satellite offices, and working from neighborhood work centers. The following sections deal with definitions of these programs, advantages of the program, and adjustments that need to be made under each type of alternative work arrangement program. Additionally, tips on implementing variable working hour and telecommuting programs have also been provided. More and more companies are offering alternative work arrangements to their employees. Most of these programs are accepted as trip reduction or air quality improvement strategies for employers who need to comply with local ordinances or regulations.

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VARIABLE WORK HOUR PROGRAMS

CHAPTER V - SECTION 1

Variable work hour programs offer alternatives to the common nine to five work day. Three common approaches to creating variable work hour programs include flex-time, compressed work weeks, and staggered work hours. The following sections will provide information on these three creative approaches to the 40-hour work week.

FLEX-TIME

Flex-time gives employees the option of changing their starting and ending times each workday. Most flex-time programs include a core period which refers to selected hours during the workday in which all employees should be present. During this time, meetings and other activities which require company-wide or department-wide coordination are scheduled. Four common flex-time schedules include:

- **Gliding Schedule** - This is a basic flex-time arrangement in which employees decide on each day's starting and ending times. Employees are permitted to vary these times each day. Employees choose starting times during a flexible morning period (typically 6 a.m. to 9 a.m.). Their workday ends as soon as employees have completed their usual number of hours, typically ending work between 3 p.m. and 6 p.m. All employees must be present during core hours in the middle of the workday.

- **Modified Gliding Schedule** - This plan works like the gliding schedule just described, but companies select customer service hours (for instance 8 a.m. to 5 p.m.) To maintain coverage, employees who want to work during customer service hours stay on that schedule.

- **Flexitour** - This option allows employees to pick a morning starting time (usually between 6 a.m. and 9 a.m.). This remains their starting time until a new "open season" for selection is declared.

- **Maxiflex** - These plans allow employees to earn "credit hours" by working any number of hours during a 24 hour period. These hours are "banked" and may be used to shorten a future workday or workweek.

COMPRESSED WORK WEEKS

A compressed work week schedule permits employees to finish their usual number of working hours in fewer days per week or per pay period. Some consideration must be given for coverage of those individuals who are on their compressed work week day off. In order to coordinate operations within a department, everyone may not be able to take a day off at the same time, though it is also possible for a company to completely close on a selected day. Experience has shown that the order of preference for days off is Fridays, Mondays, Wednesdays, Thursdays, and Tuesdays.

There are several compressed work week schedule configurations. The two most commonly used variations include:

- **Four/Forty (4/40) Schedule:** Under this plan, employees work their usual 40 hours in four ten-hour days. The fifth day is a day off.

- **Nine/Eighty (9/80) Schedule:** This option allows employees to work their usual number of hours in a two-week pay period in nine days. The tenth day is a day off.

STAGGERED WORK HOURS

Staggered work hour programs stagger employees' starting and ending times by 15 minute to two-hour ranges. The main purpose of such a program is to shift some people out of the peak commuting period in order to relieve traffic congestion. The most common staggered work hours plans are:

- **Departmental:** Under this plan, departments or working units are assigned different starting times by management. Starting times for each unit can vary from 15-minute time intervals up to two-hour intervals.

- **Individual:** Under this option, employers assign individual employees staggered starting times. Employees do not have a choice among starting times; employers set their assignments. Starting times may be staggered from 15-minute time intervals up to two-hour intervals. Employees within departments or work units may be assigned different starting times.

IMPLEMENTING VARIABLE WORK HOUR PROGRAMS

Implementing any variable work hour program requires careful planning and a lot of time. There are consultants that can assist you in implementing a variable work hour program.

The following twelve steps present the process involved in conceptualizing, designing, and implementing a variable work hour program. These steps serve as a guideline general enough to pertain to all types of programs.

Program Conceptualization

1. Select the programs that can work within your organization.

2. Solicit management support for and decision on further consideration of a program or set of programs.

Program Design

3. Appoint a project coordinator.

4. Involve labor unions and legal counsel.

5. Refine selected program(s).

6. Set VWH policies and procedures.

7. Review operational needs of each work unit.

8. Determine employee interest.

Program Implementation

9. Initiate promotion/orientation sessions.

10. Address individual concerns and hardships.

11. Start the program(s).

12. Monitor the program(s) and make adjustments as needed.

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PROGRAM CONCEPTUALIZATION

1. **Select the programs that can work within your organization. This is part of the research process described in the program development volume of this handbook, but specifically as it applies to setting up a VWH program.**

   - ❑ **Identify your objectives:** What you do want to get out of a VWH program? Is it to reduce congestion, to reduce pollution, to provide an employee benefit, to extend customer service hours, to comply with a regulation, or to achieve other goals?

   - ❑ **Match your objectives with the appropriate VWH program(s):** The table on pages 15 thru 18 lists commonly desired objectives and benefits and the likelihood that flex-time, compressed work weeks, or staggered work hours will meet them. In the list, the ability of the programs to incorporate the objectives are rated as: Good, Fair, Poor, Mixed, or Not Applicable. If several objectives apply, develop your own system of prioritizing.

   - ❑ **Finding the Best Fit:** Now that you know which programs will achieve your objectives, you can determine which are best suited to your organizational structure. In other words, you must review job requirements to determine compatibility with the VWH program.

2. **Solicit management support for decision on further consideration of a program or set of programs.**

   - ❑ Identify the key decision makers in your organization who have the influence and authority to implement a program. These people may include: senior management, management of human resources, and management of payroll.

   - ❑ Introduce the programs and concepts you have just identified to the key decision makers. Some managers tend to have the misconception that VWH will impair their ability to control their employees. Be prepared for supervisor concern.

   - ❑ Develop a steering committee with representatives from each department to enhance the development of the program.

- ❑ Conduct a management survey to determine the initial inclination toward VWH programs and to determine if certain departments are already offering some sort of VWH arrangement.

- ❑ Design a preliminary program which can be supported by management.

- ❑ Consider introducing a pilot VWH program on a six to 12 month trial basis for a part of the company.

PROGRAM DESIGN

3. **Appoint a project coordinator.**

   - ❑ A VWH project coordinator may be your company's Employee Transportation Coordinator (ETC) or any senior member of the human resources department.

   - ❑ Prepare a Variable Work Hour Program Implementation Schedule based on the 12 steps described in this handbook. Allow a minimum of three months from the appointment of a project coordinator to the kickoff of a pilot program.

4. **Involve legal counsel and labor unions.**

   - ❑ Labor legislation generally supports VWH programs. These laws, however, were not written with variable work hour programs in mind. Legislation varies from state to state and laws are frequently updated. Your legal counsel should review the labor laws that affect your area.

   - ❑ Labor union response to VWH programs varies. Employers should contact their local union representatives regarding their general policy toward these programs before deciding on a specific contract negotiating position.

5. **Refine selected program(s).**

   - ❑ **Banking hours:** Banking of hours is when employees carry credit or debit hours from day to day. Will your program allow employees to vary the number of hours they work each day as long as they work 40 hours each week (or any other specified hours/pay period)? If you

plan to allow banking of hours, state and federal legislation may complicate banking of hours for some employees.

- ❑ **Bandwidth:** Decide what time the company workday will officially begin and end, i.e. the range of hours employees may be on the job. When designing a longer workday, remember to consider additional costs relating to building security, increased lighting, and heating. A longer bandwidth may allow employees to schedule their commute so that they miss the peak rush hour congestion, but it also reduces the overlap in employees' schedules.

- ❑ **Core hours and days:** You may need to specify times when all employees must be on the job, unless specifically excused. Are there occasions, such as company meetings, for which you will need all employees in attendance?

- ❑ **Coverage:** Proper program design should anticipate major obstacles. Failure to provide coverage is one of the most common reasons that programs are discontinued. Critical functions may include telephone reception, interaction with the public, and tasks that require several employees' involvement—either simultaneously or sequentially.

- ❑ **Employee choice:** How much flexibility will your program allow for employees to choose their own arrival and departure times or days off? The amount of employee choice is a key factor in encouraging program satisfaction, but greater the flexibility, the more difficult these programs are to monitor. More flexibility is possible when employee work is self-generated and does not depend on interaction with other staff.

- ❑ **Accountability:** Monitoring of employee attendance and hours in VWH programs can be complex and administratively expensive. Since some employees will abuse any system, special consideration must be given to accounting for employee performance.

- ❑ **Supervisor control:** Variable work hour programs should be introduced as a benefit that must not impede the requirements of production. It is common for supervisors to oppose increased flexibility because they

fear loss of control. Therefore, programs must be designed carefully and on a selective basis. A previously mentioned point also applies here: supervisors should also be encouraged to focus on job responsibilities rather than monitoring of time infractions.

6. **Set VWH policies and procedures.**

   - ❑ Formalize your VWH program by preparing a proposal which describes the rules (policies) and steps (procedures) for its implementation.

   - ❑ Be sure to involve company accountants in the policy definition. This will expedite the accounting for payroll, holiday pay, vacation, overtime, absences, etc.

   - ❑ A list of potential obstacles and suggested solutions which can be incorporated into the creation of your proposal for policies and procedures appears at the end of this section.

7. **Review operational needs of each work unit.**

   - ❑ Identify inflexible work unit functions. Such functions may include central telephone operations, inter-office mail, computer support, and certain customer service functions that require 24 hour coverage.

   - ❑ Identify eligible employees. Certain employees may be excluded because they perform vital functions that require their presence during regular business hours. This process of identification is more easily accomplished when the responsibility for coordination is shared with the employees involved. Often, some employees will prefer the conventional schedule or employees will select to rotate schedules in order to maintain the necessary coverage.

8. **Determine employee interest.**

   - ❑ A VWH steering committee or a randomly selected group of employees represented by the different departments, can provide some indication of employee interest in the program.

   - ❑ Conduct a survey of employee interest. This is usually a short, one page questionnaire which summarizes the

options management has agreed to offer. The questions should be designed to elicit the following information:

- Do they want to participate? Sometimes confirmation of employee interest is a legal requirement.
- Which program do they prefer?

PROGRAM IMPLEMENTATION

9. **Initiate promotion/orientation sessions.**

   ❑ Begin by orienting supervisors. Not only will they help to disseminate the information, but the fact that they know all of the details about the program before their employees will reduce any lingering anxieties about loss of control.

   ❑ Provide the employees with written descriptions of the programs offered and the specific guidelines for each.

10. **Address individual concerns and hardships.**

   ❑ Form a hardship committee. An appointed panel (which may include a union representative) can hear hardship cases and appeals when agreement between a supervisor and an employee cannot be reached. Examples of hardships include child or family member care, medical problems, school commitments, and other circumstances which may require alternative schedule arrangements.

   ❑ Employees with ridesharing arrangements should be given preference in selecting a starting and ending time or selecting a day off.

   ❑ Post schedule of available days off on a compressed work week schedule. Depending upon the size of your organization and needs for coverage, employees may be able to choose their days off. For larger companies or situations of unresolved conflict, a lottery system may be used to determine when each employee will take a day off.

11. **Start the program(s).**

   ❑ Post employee schedules. Before the program starts, employees should know their day off and the schedules of

fellow employees so that they can anticipate changes and form new ridesharing arrangements.

- ❑ Announce the program "kick-off" date. This is either for your pilot program or your actual program if you have decided not to do a pilot. Be sure to allow for an adequate employee adjustment period. For example, allocate time before the program starts so that participants can make necessary adjustments to family schedules and other personal affairs.

12. **Monitor the program(s) and make adjustments as needed.**

- ❑ Conduct monitoring surveys. This is especially important for large organizations conducting pilot studies. These surveys generally gauge employee attitudes about the program and identify areas of potential conflict so that adjustments can be made.

- ❑ Another form of program monitoring is the use of memos written by the supervisors (or an appointed person) which contain statistics on productivity, absenteeism, overtime, and include supervisor perceptions on employee satisfaction with the program.

ISSUES AND RESOLUTIONS FOR VARIABLE WORK HOUR PROGRAMS

EMPLOYEES

1. **Monitoring employee activities, fear of "cheating" on hours worked.**

   Encourage supervisors to delegate oversight to employees. Involve supervisors in planning the program to minimize perceived loss of control. Note that current time "cheaters" tend to continue cheating under any program.

2. **Lack of fairness and uniformity when some employees have variable work hours and some do not.**

   Rotate variable work hour privileges for some jobs such as secretary or receptionist to provide coverage while sharing variable work hour privileges; involve employees in planning the program.

3. **Lack of adequate coverage in public contact and other positions.**

   Cross-train employees for adequate coverage. On a flex-time program, rotate privileges for groups of affected employees.

4. **Internal communication problems, meeting coordination problems.**

   Plan meetings well in advance; use core time for meetings and communications; use other (hours of day) periods for more individual work.

5. **Concern for increased employee fatigue or difficulty with child care arrangements.**

   Allow employees for whom the compressed week schedule is not feasible, due to personal factors, to work a regular five-day sched'

6. **Concern for increased overhead costs for extended hours of operation.**

   Overcome this by monitoring any costs. Most employers find this a negligible impact.

7. **Concern for scheduling last minute meetings.**

   Schedule last minute meetings during core times. Secure management commitment to avoid late meetings that interfere with the program schedules.

8. **Concern for varied employee schedules reducing the number of employee carpools and vanpools.**

   Note that schedule variability gives employees greater choice of carpool partners. Most employees stabilize their arrival times after an adjustment period and many choose convenient carpool/vanpool matches. Most employers do not see a net drop in carpooling/ vanpooling rates.

9. **Concern for punctuality and other such standards of employee conduct.**

   Refocus job performance standards on employee productivity. Educate supervisors on alternative management styles.

SUPERVISORS

1. **First line supervisors reluctant to try a variable work hour program.**

   Solicit active support from upper management. Involve supervisors in planning phase. Provide training/education on the variable work hour concepts. Circulate testimonials.

2. **Supervisors fear loss of control.**

   Re-define job duties. Switch emphasis to managing work flow, not time.

3. **Scheduling of meetings made more difficult since not all employees work the same hours.**

   Schedule meetings for core hours or core days.

4. **Providing supervision before and after "normal" eight-to-five working hours.**

   Supervisors develop stand-in skills among staff members; more authority and responsibility is delegated.

5. **Supervisors doubt that employees will be productive.**

   Launch pilot project. Keep communication channels open.

How Well the Differnt VWH Programs Meet Objectives

OBJECTIVES	FLEX-TIME	COMPRESSED WORK WEEK	STAGGERED HOURS
Reduce commute time	Good - Permits employees to travel during off-peak hours. However, decreased non-rush-hour transit service slightly reduces the benefits.	Good -Employees can arrive before and leave after peak commuter periods, and can reduce one day's commute weekly or biweekly.	Good - Spreads out arrival and departure times. Effective when coordinated on a larger scale, e.g., city-wide.
Increase the average number of occupants per vehicle	Good - Can help to facilitate rideshar-ing arrangements.	Mixed - Can either facilitate or disrupt rideshare arrangements depending on the size and uniformity ofthe program.	Mixed - Can either facilitate or disrupt rideshare arrangements depending on the size and uniformity ofthe program.
Reduce the number of vehicle trips to the worksite (to comply with local regula-tions/ordinances).	Fair - Can indirectly reduce vehicle trips by better facilitating ridesharing arrangements.	Good - Removesvehicle trip to worksites one day each weel or biweekly.	Mixed - Can either facilitate or disrupt rideshare arrangements depending on the sizeand uniformity ofthe program.
Increase commute mode choice	Good - Facilitates rideshare arrange-ments.	Mixed - Husband/wife carpools will be disrupted if not on the same hours, less convenient/safetransit early/late could decrease transit use. Insome cases, it can enhance ridesharing because with longer days, people are more likely to keep regular hours.	Fair - Depends on the size of the program.
Decrease absaenteeism	Good - Noticeable decreases in one-day absences. Flexibility allows em-ployees to coordinate personal and work schedules.	Good - Personal appontments are scheduled on emplyotee's day off, more sick hours must be claimed.	No change
Increase job satisfaction	Good - Permits employee to coordi-nate personal and work schedules. Reduces fear of tardiness.	Good - Provides employee with addi-tional day off each weekly or biweekly period.	Mixed - Depends on the amout of employee choice allowed in the program.
Reduce tardiness	Good - Flexible working hours practically eliminates tardiness (unless the employee arrives after the start of the core period). Fewer requests to arrive late or leave early.	Fair - Employee may avoid peak conges-tion.	Good - Reduces congestion in parking lots and elevators

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OBJECTIVES	FLEX-TIME	COMPRESSED WORK WEEK	STAGGERED HOURS
Create a recruitment benefit	Good - Flex-time gives parents the flexibility of dropping off/picking up children at day care centers and school. Employees generally like flex-time schedules. It facilitates needs more adequately than conventional schedules.	Good - Employees generally like compressed work week schedules.	Mixed - Rigid programs are unpopular, but a variation in time may also better accommodate new employees with scheduling conflicts.
Reduce operation costs	Poor - Slight increase beacuse flex-time can increase the length of the work day, but most organizations note no appreciable increase in cost.	Mixed - Good in the case of manufacturing, when the company can shut down one day per week. The longer days may increase costs slightly.	Poor - Slight increase, although staggered hours can increase the length of the work day. Most organizations note no appreciable increase in cost.
Improve phone coverage	Good - Longer hours and ealier starting times are especially good for companies with business in different time zones.	Fair - Extends business hours, but arrangements must be made to cover for employees on their day off.	Good - Longer hours and ealier starting times are especially good for companies with business in different time zones.
Increase employee morale	Good - Improved relationship between employees and managment. Implied recognition of the employee as a trusted and respected staff member.	Good - Increases job satisfaction. Improves relationship between employee and management. Can result in some resentment from non-participants.	Mixed - Depends on whether the program is mandatory or voluntary.
Increase customer service hours	Good - A modified gliding schedule permits and organization to maintain longer hours. Under this plan, the organization also establishes selected business hours. Irregular hours can be a problem.	Mixed - Longer hours, but business may be closed on a regular work day.	Good - Results in a longer work day.
Increase productivity	Good - Less distraction, reduced absenteeism and turnover, fewer interruptions, and increased morale.	Good - Less distraction, reduced absenteeism and turnover, fewer interruptions, and increased morale.	Good - More efficient use of site facilities each day.

continued...

OBJECTIVES	FLEX-TIME	COMPRESSED WORK WEEK	STAGGERED HOURS
Improve coverage	Mixed - Inefficient staffing during non-core hours. Can extend service period (Modified Gliding Schedule).	Mixed - Smaller firms have more backup problems, but can benefit since company must improve corss-training.	Good - Facilitates control.
Reduce fatigue	Good - Workers can adjust their schedules to their own biological clock to work at the times they feel most productive.	Mixed - Some people adjust to the longer work day better than others.	No change.
Improve office management	Good - Supervisory skills tend to improve as supervisors are required to plan work assignments in advance. Flex-time also places supervisors in a more pronect-orients roel that inone of policing thier employees' arrival/ departure times. Communicate expectations more clearly.	Mixed - Supervisory skills tend to improve as superivsors are requred to plan work assignments in advance. • Supervisors have to cover for employees on their day off. • May encourage skills improvement of manager. • Facilitate improvment of supervisor/ employee relationships.	Mixed - Supervisor may not be present for as much as 25% of subordinate's shift.
Facilitate childcare services	Good - Scheduled can be tailored to coordinate childcare needs.	Mixed - Some childcare centers have strict pickup times. In the positive end, the day off reduces childcare costs.	Fair - It depends on the degree to which employees can select their starting times.
Accomodate classes and other after-work activities	Good - Individual schedules can be adjusted to accomodate after-work activities.	Mixed - Employees may be able to schedule classes for their days off, but long and late work days discourage evening classes.	Mixed - It depends on the degree to which employees can select their starting times.
Improve community relations	Good - The entire community benefits from reduced peak congestion and less air pollution.	Good - The entire community benefits from reduced peak congestion and less air pollution.	Good - The entire community benefits from reduced peak congestion and less air pollution; especially when the program is coordinated with those of nearby organizations.

continued...

OBJECTIVES	FLEX-TIME	COMPRESSED WORK WEEK	STAGGERED HOURS
Decrease overtime	No change	Mixed - Depending on legislation and labor union negotiations, some companies must pay overtime tor work beyond eight hours a day.	No change
Improve intra-office work scheduling and communication	Mixed - Unpredictable schedules. May have some difficulty to coordinate.	Mixed - Meetings have to be scheduled around employee's day off.	No change
Decrease employee turnover	Good - Studies show that these programs improve job satisfaction and reduce turnover.	Good - Studies show that these programs improve job satisfaction and reduce turnover.	Mixed - Depends if the program is voluntary or mandatory.
Reduce employee stress	Good - Eliminates the anxiety of being late. Permits flexibility to deal with personal concerns.	Good - Increases leisure time.	Good - Avoids peak traffic congestion.
Improve tracking of employee hours	Poor - Some employees may resent being put on a time recording system. May involve cost of purchasing a recording system.	Poor - Some employees may resent being put on a time recording system. May involve cost of purchasing a recording system.	No change - Since program is more structured, arrivals and departures can be monitored, but it depends on the flexibility of employee schedules.
Reduce interuptions and the job	Good - Less start-of-day socializing.	Good - Fewer phone and client interruptions during early morning and late afternoon.	Mixed - Depends on the type of program.
Decrease fuel consumptionß	Good - reduces fuel consumption from stop-and-go rush hour traffic.	Good - reduces fuel consumption from stop-and-go rush hour traffic.	Good - reduces fuel consumption from stop-and-go rush hour traffic.

TELECOMMUTING PROGRAMS

CHAPTER V - SECTION 2

Telecommuting programs are another type of alternate work arrangement that provide benefits to employees and employers. Telecommuting can reduce the number of trips to and from the workplace. It can also mean shorter trips to and from the workplace. This section will provide some background information on the concept of telecommuting.

DEFINITION

Telecommuting is working at a location other than the conventional office. This place may be the home or an office close to home. Telecommuting is an alternate to the traditional office setting.

Telecommuting can also be defined as use of communications technology (computers and telecommuting systems) to transport information rather than people. However, telecommuting does not necessarily require computers. Telecommuting also does not have to be a full-time arrangement. Most people who choose to telecommute do so two to three times a week and value the professional and social benefits of working with others.

TELECOMMUTING ARRANGEMENTS

There are currently three forms of telecommuting. Telecommuting can occur on a part-time (once a month to 2-3 days per week) or full-time basis (5 days per week).

1. **Work From Home** - This is the most common form of telecommuting today.

2. **Satellite Work Center** - This form of telecommuting is prevalent when a company decentralizes part of its operations to a remote location. Employees who will be commuting to the satellite work center must be concentrated in a small geographic area near the satellite center.

3. **Neighborhood Work Center** - The neighborhood work center leases (or sells) space to a number of different companies. The neighborhood work center is equipped with telecommunications and computing capabilities and supplies support services common to all tenants such as clerical, photocopying, facsimile transmission, and teleconferences.

BENEFITS OF TELECOMMUTING

The following list of benefits can be used in promoting telecommuting to your employees and to management.

Employer Benefits

- ❑ Increased productivity due to fewer distractions, more continuous worktime, improved morale, etc.
- ❑ Decreased absenteeism based on the ability of employees to work in spite of minor illness, car trouble, etc.
- ❑ Decreased turnover and increased flexibility in accommodating employee needs
- ❑ Improved recruitment
- ❑ Decreased overhead in time of office expansion

Employee Benefits

- ❑ Decreased or eliminated commuting time, cost, and frustration
- ❑ Increased flexibility in coordinating household activities
- ❑ Improved work environment
- ❑ Increased employment opportunities
- ❑ Close bond with family and friends

Community Benefits

- ❑ Decrease in peak hour congestion, air pollution, and fuel consumption
- ❑ Decrease in transportation (highway and transit) capital and operative costs due to substitution of telecommuting for transportation
- ❑ Employment for the mobility-limited
- ❑ Stronger family and community ties
- ❑ Decrease in some kinds of crime
- ❑ Ability to shape land use patterns in a positive way e.g., moving employment to outlying areas where housing is more affordable, moving job opportunities to areas of high unemployment

TELECOMMUTING FOR EVERYONE

Many jobs or parts of jobs are suitable for telecommuting. Tasks that are successfully managed in telecommuting programs are those where the individual already works alone, handling information such as writing, reading, telephoning, computer programming, word processing, and data entry. Employees who are well-suited to telecommuting are self-motivated, highly productive, conscientious about work time, and have a high level of job knowledge.

Adjustments are necessary to create a workable telecommuting environment from both company and employee perspectives.

Employees may encounter one or more of the following situations while telecommuting:

- ❑ **Isolation From Co-Workers:** This problem can be addressed by scheduling part-time telecommuting and by improving the quality of time spent with co-workers.

- ❑ **Less Visibility:** Though in some situations reduced visibility for the telecommuter could be a real or perceived problem, it is usually not an obstacle. In companies with active programs, promotions occur from within the ranks of telecommuters.

- ❑ **Lack of Support Services:** With good planning, work can be done at home which does not require immediate photocopying or other services.

- ❑ **Loss of Living Space:** Though it is advisable to have some working space set aside, usually the amount of space needed is small.

- ❑ **Increased At-Home Costs:** Costs such as electricity and water which can increase slightly with telecommuting are usually offset by cost savings from decreased commuting, clothing, and lunch expenses.

- ❑ **Distractions In the Home Environment:** This problem can be surmounted by "training" family members and friends not to disturb the telecommuter during working hours.

- **Increased Security Responsibility:** Not everyone with confidential information will be involved in telecommuting; for those with security needs, training in good security practices at home can be given.

Employers also have important concerns when implementing a telecommuting program. These can include:

- **Adjustments to Management Philosophy and Procedures:** A new management style, one which emphasizes the productivity of employees over other measures such as tardiness, is necessary to the success of a telecommuting program.

- **Mistrust of Employees:** It should be noted that employees with low productivity or who "cheat" on hours will do so regardless of being on a telecommuting program. This problem should be directly addressed if it exists within an organization.

- **Regulatory and Legal Issues:** Some unions will oppose and some will support telecommuting; it is important to investigate individual companies' union policies when planning a telecommuting program.

- **Start-Up and Operating Costs:** Costs of planning and beginning a telecommuting program need not be large at the outset; however, even moderate investments in technology are offset by large gains in productivity.

- **Potential Loss of Employee Loyalty:** Employee morale is heightened by telecommuting, and thus employee loyalty is not an overwhelming problem. With a changed management style, management-employee relationships are strengthened.

IMPLEMENTATION

Implementing a telecommuting program requires careful planning, detailed examination of jobs and people involved, a selection process, technical assistance and general guidance. However, when correctly implemented, telecommuting is a prosperous business decision. According to Business Week, 200 U.S. corporations are already implementing some form of telecommuting.

PROCESS

1. Form an internal steering committee to plan for the program.

2. Develop an implementation plan based on the following program components: timeline, payroll, hardware, software, costs, reimbursements, accounting schedule, etc.

3. Conduct an information session on telecommuting.

4. Select eligible individuals and departments through a survey and selection criteria as determined by the internal steering committee.

5. Select participants.

6. Conduct orientation sessions for participants and mangers on telecommuting and how to successfully telecommute.

7. Commence six-month test period of program.

8. Call telecommuting employees and mangers during six-month pilot of troubleshoot.

9. At the end of six months, evaluate the program.

10. If successful, consider expansion of program into other departments.

CREDITS

Project Staff

PROJECT LEAD
Mark Sillings, Product Manager

PRIMARY CONTRIBUTORS
Stuart Anderson, Product Manager
Bonnie Bensimon, Product Manager
Donna Blanchard, Commuter Services Representative
Cheryl Collier, Senior Marketing Analyst
Marilyn Hutchinson, Publications Coordinator
Kathy Nichols, Senior Planner
Ric Repasy, Planning Intern
Elham Shirazi, Product Manager
John Stesney, Research Specialist

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Charles Carter
Special Programs Analyst
UCLA Commuter Assistance-Ridesharing

Kathleen Dawson
Commuter Transportation Manager
The Burbank Studios

Pat Mueller
Fleet & Garage Supervisor
Sunkist Growers, Inc.

Sandy Stellway
Employee Transportation Coordinator
Huntington Memorial Hospital

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